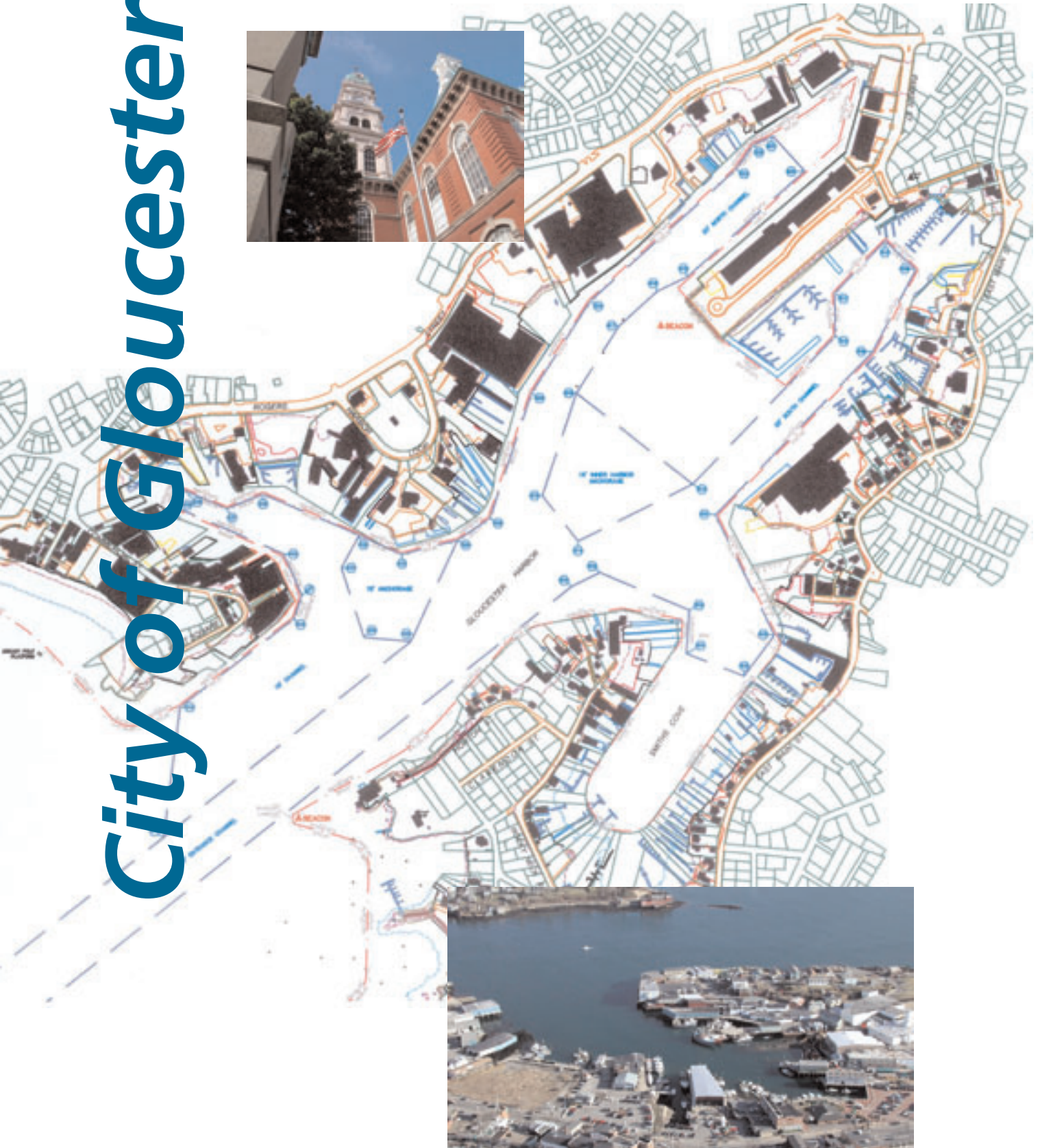


# 2003 Annual Report

# City of Gloucester





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# Mayor's Letter



Dear Gloucester Citizens,

I have just completed my first full term of office and as you'll see in the enclosed 2003 City of Gloucester Annual Report, your City continues to move forward with many new initiatives.

I am again grateful to both our managers, employees, principals and teachers for continuing to provide City services and education with fewer resources this year. Position cuts, and in some cases reorganization, have been essential to the long-term survivability of Gloucester. What is tough, is while local aid has been reduced, many of our fixed costs increased. Health insurance, energy costs and contractual obligations, for example, add to our financial burden. We will continue to find solutions to add to the financial stability of Gloucester. Our situation is far from unique when compared to other Massachusetts cities and towns. The economy shows signs of improvement on the national level that will eventually impact Gloucester.

Meanwhile, we are fortunate to have a record number of new homes and commercial retail space being built in Gloucester. Many residents are taking advantage of low interest rates to restore existing structures. Gloucester has never "looked" better. We continue to work hard to increase our inventory of "community housing" as well, but market pressures and ever increasing materials costs make the challenge even greater. We will continue to advocate for community housing for our children, co-workers, and seniors and have invested CDBG resources to help.

In September 2003 our new Superintendent of Schools, Christopher Farmer, took the helm of our school district. Mr. Farmer brings a wealth of public education experiences from both California and England. Gloucester welcomes Mr. Farmer. He replaces Dr. Tom Consolati who ably served

Gloucester Public Schools for more than six years prior to retirement.

In other important news, our waterfront holds great promise for the future as we navigate through present fisheries management regulations. I am particularly proud of our active relationship with the Northeast Seafood Coalition, a regional solutions-based fisheries group.

Additionally, our Main Street improvements will be near completion next year, as well as our rail station improvements. In each case the blend of private and public dollars will underscore the projects' reliance on cooperative solutions in fulfilling community visions. Both areas have served as magnets for substantial private investment and confidence in the future of Gloucester.

Activity in our industry parks remains very promising as well. We hope to expand Blackburn Industrial Park in 2004 and are currently awaiting State grant approvals, which we expect by mid-2004.

Finally, health care in Gloucester and the long-term survival of Addison Gilbert Hospital will continue to be a priority of the City. I will continue to work with both Northeast Healthcare and our elected officials and citizens for health care stability on Cape Ann. A Community Health Center will complement Addison Gilbert Hospital in fulfilling our community health coverage. In the Spring of 2004 we will hire a well-qualified Health Director and establishing a Community Health Center for Gloucester will be a lead priority of the new Director.

I am proud of Gloucester and our diverse citizens. Together you have made our City an exciting and very interesting place to visit, live, and work for all of us.

As always, thank you,

John Bell  
Mayor





# City Council Letter

The City Council had a busy 2003, with a number of long term projects that were continued many times, as developers faced legal and technical impediments, causing them to request numerous continuances. The drying up of state aid created staffing issues requiring all city departments, including the City Council to do more with less. Some of the highlights of the three Council Standing Committees are as follows:

The Planning & Development Committee processed two major projects in 2003. Station Place was approved by the City Council, which would greatly enhance the blighted area on the corner of Railroad Avenue and Washington Street. The committee also recommended to the Council, the WTG Realty Major Project that would completely demolish the Stop & Shop in East Gloucester and build a new Super Stop & Shop.

The Ordinance & Administration Committee worked diligently to create a new Archives Ordinance for the protection of Gloucester's future municipal records. The committee recommended an early retirement plan for ten city employees to aid in the FY04 budget year end closure.

The Budget & Finance Committee once again worked tirelessly on the fiscal year 2004 budget. It was an especially difficult task this year because of the drastic reduction from the State in local aid. B&F spent many long nights anguishing over personnel cuts, while attempting to preserve as many jobs as possible, as well as projects important to the well-being of the city.

Sincerely,



Alphonse Swekla  
City Council President



# City Offices & Departments

## **CITY OFFICES AT CITY HALL**

9 Dale Avenue

**Mayor's Office** 281-9700  
Fax 281-9738

### **John Bell, Mayor**

James McKenna, Administrative Assistant to Mayor

**Animal Control** 281-9746

Jamie Levie, Animal Control Officer

**Assessor's Office** 281-9715

Nancy Papows, Principal Assessor

**Auditor's Office** 281-9730

Joseph Pratt, Auditor

**City Clerk's Office** 281-9720

Robert Whynott, City Clerk

**Clerk of Committees** 281-9722

June Budrow

**Collector's Office** 281-9735

Thomas Moses, Chief Financial Officer

**Law Department** 281-9727

Linda T. Lowe, General Counsel

**Licensing Board** 281-9721

Maureen Nicastro

**Parking Clerk** 281-9748

William Snyder

**Personnel Department** 281-9742

Donna Leete, Director

**Purchasing Department** 281-9710

Everett Brown, Purchasing Agent

**Retirement Board** 281-9744

Douglas MacArthur, Chair

**Shellfish** 281-9741

Stubby Knowles, Constable

**Treasurer's Office** 281-9707

Thomas Moses, Chief Financial Officer

## **CITY OFFICES AT POPLAR STREET**

22 Poplar Street

**Health Department** 281-9771

Jack Vondras, Public Health Director  
Edward Pasquina, Board of Health Chair

**Community Development** 281-9781

Dale Brown, Director

**Economic Development & Industrial Corporation**

Alan Hagstrom, Director 281-9784

**Redevelopment Authority** 281-9784

Barry Pett, Chair

**City Engineer** 281-9773

David Knowlton, City Engineer

**Inspectional Services** 281-9774

William Sanborn, Building Inspector

**Sealer of Weights and Measures** 281-9774

Richard Malaquias

**Public Works** 281-9785

24 Poplar Street

Joseph Parisi, Director

## **OTHER CITY OFFICES AND DEPARTMENTS**

**Council on Aging** 281-9765

Rose Baker Senior Center

6 Manuel F. Lewis Street

Coral Grande, Executive Director

**Harbormaster's Office** 282-3012

19 Harbor Loop

Jim Caulkett, Harbormaster

**Veterans' Services** 281-9740

12 Emerson Avenue

Mailing address - 9 Dale Avenue

William T. McGroarty, Veteran's Agent

**Visitors Center** 281-8865

Stage Fort Park

All numbers should be preceded by area code 978



*City offices are open Monday through Wednesday 8:30 AM to 4:00 PM, Thursday 8:30 AM to 6:30 PM, Friday 8:30 AM to 4:00 PM (offices close at 12:30 PM on Fridays from Memorial Day through Labor Day).*

**Fire Department**  
Barry McKay, Fire Chief

**Emergency** 283-2424

**Central Station** 281-9762  
8 School Street

**Bayview Station** 281-9768  
895 Washington Street

**Magnolia Station** 281-9758  
Fuller Street

**West Gloucester Station** 281-9769  
Concord Street

**Police Department**  
197 Main Street  
Michael McLeod, Acting Chief of Police

**Main Office** 283-1212  
Harbor Police 281-9756  
Investigative Division 281-9753  
TDD Line for the Deaf 281-9755

**Sawyer Free Library and Gloucester Lyceum** 281-9763  
2 Dale Avenue  
David McArdle, Director

**ELECTED OFFICIALS**  
**City Government**  
John Bell, Mayor 281-9700  
Alphonse Swekla, Council President 283-1222

**Councillors-At-Large** 283-1222  
Alphonse Swekla  
9 Bertoni Road

Abdullah Khambaty 525-3286  
6 Flume Road, Magnolia

Dean Harrison 283-5614  
5 Rocky Pasture Road

Sefatia Romeo 283-1527  
287 Magnolia Avenue

**Ward Councillors**  
**Ward 1:** Joseph Ciolino 283-6559  
28 High Popples Road

**Ward 2:** John (Gus) Foote 283-2757  
39 Mt. Vernon Street

**Ward 3:** Jeff Worthley 282-0030  
4 Hawthorne Road

**Ward 4:** Vito Calomo 281-5963  
82 Holly Street

**Ward 5:** D. Edward St. Peter, Jr. 283-1801  
38 Fernald Street gloucesterward5@yahoo.com

**School Committee**  
John Bell, Mayor 281-9700

Jonathan Pope, Chair 283-2546  
16 Marble Street

J. Michael Faherty 281-1625  
32 Highland Street

Greg Verga 283-0730  
381 Essex Avenue

Kim Normand 281-3667  
8 Highland Street

Carolyn Kirk 281-8736  
16 Highland Street

Anthony Gross 281-5593  
18 Nashua Avenue

All numbers should be preceded by area code 978 unless otherwise indicated.

This listing is current as of August 2004.

*A complete list of the City of Gloucester departments with their phone and fax numbers can be found on the City's website at [www.gloucester-ma.gov](http://www.gloucester-ma.gov)*

## Board of Health

*3 years, 5 members*

Edward Pasquina, Chair, 64 Grapevine Rd.	281-4848
Michael Stelluto 21 Brier Rd.	281-0203
Patrick Scalli P.O. Box 1670	283-8300
Joseph Rosa 26 Fort Hill Ave.	281-1871
Claudia Schweitzer 25 High St.	281-4067

## Board of Registrars

*3 years, 3 members*

Lucia Sheehan, Chair 3 Blueberry Lane	283-8949
Robert Condon, Jr. 10 Bond St.	283-3487
Terry Segal 8 Salt Island Rd.	282-5610

## Cable TV Advisory Committee

Gregg Bach 1259 Washington St.	283-1495
Dana Coull 656 Essex Ave.	283-8773
Robert Whynott 27 Poplar St.	283-8230
Robert McGillivray 49 Lincoln Park	281-0962
Donna DiMambro 14 Naomi Dr.	283-5816

## Capital Improvement Advisory Board

*3 years, 7 members*

James Guidotti, V. Chair 101 Hesperus Ave.	525-3515
Kelly Sims-Gallagher 3 Taylor Ct.	281-1354
Donald Fryklund 240 Concord St.	281-3666
Paul Muniz 13 Brightside Ave.	282-1788
Peg Murtagh 647 Essex Ave.	283-8706
Dawn Larson 51 Blackburn Dr.	282-1800
<i>one vacancy</i>	

## Cemetery Committee

*3 years, 5 members*

Nancy Barlow, Chair 5 Overlook Ave.	283-5780
Bill McGroarty Veterans Services - Ex Officio	281-9740
Ellen Nelson P.O. Box 244	283-7207
Donna Polizzia 74 Cherry St.	283-2017
Corky MacKay 95 Riverview Rd.	283-4288
Barbara Tognazzi 118 Magnolia Ave.	525-3675
Kevin Grondin, Advisor 61 Middle St.	283-0884
Theresa Lane, Advisor 2 Pond Rd.	283-7841
Walter & Joyce McGrath, Advisors 1050 R Washington St.	281-0968

## City Hall Restoration Project

*3 years, 7 members*

Mark Cole DPW - Ex Officio	281-9785
Phil Curcuru DPW - Ex Officio	281-9785
Bill Sanborn Inspectional Services - Ex Officio	281-9774
Maggie Rosa, Chair 26 Fort Hill Avenue	282-1940
Stephanie Buck 3 Church St.	283-7302
Mike Carrigan 332 Washington St.	283-7503
Bob Frontiero 11 Pond Rd.	281-1890
Steve Dexter 150R Wheeler St.	283-6668
Janis Bell 257 East Main St.	283-1107
Mary Rhinelander McCarl 28 Old Nugent Farm Rd.	281-5269

## Clean City Commission

*3 years, 7 members, 2 alternates*

Susan Mitchell DPW - Ex Officio	281-9785
Joseph Aiello Police Dept. - Ex Officio	282-3471
Patricia Amaral, Chair 14 Myrtle Square	281-6708

Marie Hallock 24 Macomber Rd.	283-6261	Louise Palazzola 57 Western Ave.	281-1048
Jeanne Testaverde 10 Dale Ave. #118	283-2302	David Rose 19 Green St.	281-0287
Donna Viau 41 East Main St.	283-3532	Nancy Schwoyer 302 Essex Ave.	281-3221
Tony Corrao, Jr. 319 Concord St.	281-3340	Carole Sharoff 27 Old Salem Rd.	281-1650
Joann Corrao 319 Concord St.	281-3340	Janis Stelluto 21 Brier Rd.	281-0203
Laurie Hagar 54 East Main St.	282-4465	Meredith Fine 20 Eastern Ave.	281-8958
2 Alternate vacancies		Vicki Lindsay 159 Main St.	281-8728

### **Committee for the Arts**

*4 years, 7 members*

John Bell Mayor - Ex Officio	281-9700
Kate Bodin, Chair 8 Haskell St.	281-3239
Surrey Elwell 24 St. Louis Ave.	281-6638
Judith Hoglander 52 Shore Rd. / P.O. Box 5544	525-3280
Christine Lundberg 22 Raven Lane	281-9738
Susan Erony 65 Middle St.	282-1992
John Ronan 5 Magnolia Ave.	525-202
one vacancy	

### **Community Housing Coalition**

*2 years*

Karen Gallagher, Esq., Chair 34 Atlantic St.	281-5393
Kathy Leahy, Vice Chair 67 Perkins St.	283-5725
Dale Brown Comm. Dev. - Ex Officio	281-9781
Sefatia A. Romeo 287 Magnolia Ave.	283-1527
Bill Dugan 15 Cherry St.	283-9256
Steven Carvalho 7 Granite Street	281-1330
Robert Gillis c/o Cape Ann Savings Bank	283-1977
Dick Josephson Thurston Point Rd.	281-0428
Mike Carrigan P.O.Box 6056	283-7503
Dorothy Martins 23A Concord St.	283-5688
Sandy Dahl Ronan 92 Propsect St.	281-4067
Ruth Pino 82 Wheeler St.	283-8697

### **Conservation Commission**

*3 years, 7 members*

William Febiger 47 Bray St.	283-2467
Arthur Socolow 26 Salt Island Rd.	283-7490
Ann Jo Jackson 21 Salt Island Rd.	283-2585
Elizabeth Steele 19 Marshfield St.	281-8991
Charles Max Schenk 18 R Hutchins Ct.	283-6556
Richard Everett 4 Warwick Rd.	283-6413
Amy Donnelly 9 Sumner St.	281-6689

### **Council on Aging**

*3 years, 9 members*

Lydia Bertolino, Chair 10 Orchard St.	281-4279
Fred Cowan, Vice Chair 660 Rear Washington St.	283-6029
Joseph Parisi DPW - Ex Officio	281-9785
Sefatia Romeo City Council - Ex Officio	283-7325
Al Swekla City Council - Ex Officio	283-1222
Edward Pasquina 64 Grapevine Rd.	281-4848
Lee Harty 9 Marina Drive	281-5095
Theodore Linsky 157 Maplewood Ave.	283-5120
Jay Gustaferro 9 Starknaught Rd.	283-4762
Helen Lima 33 Maplewood Ave. #311	281-8580
2 vacancies	



# Committees, Boards & Commissions

## **Downtown Development Commission**

*3 years, 7 members*

John Orlando, Chair	
112 Essex Ave.	283-6608
Suzanne Silveira	
Tourism - Ex Officio	281-9781
Robert Chandler	
11 Revere St.	281-8437
Janice Shea	
c/o Cormorant Shop, 139 Main St.	281-9533
Fred Bodin	
65 Middle St.	281-3771
Salvatore Frontiero	
14 Pleasant St.	283-2850
Mary Jo Montagnino	
196 Main St.	283-8196
<i>one vacancy</i>	

## **Economic Development & Industrial Corporation**

*3 years, 7 members*

Rebecca A. Bernie, Chair	
4 Gerring Rd.	281-2384
Barry S. Pett, Vice Chair	
45 Middle St.	283-0549
Ellen Lufkin	
30 Harrison Ave.	281-2676
R. Billings Bramhall	
One Cedar Lane	283-7291
J. Ronald Ross	
243 Atlantic Rd.	281-6393
Ronald Richards	
9 Crowell Ave.	283-9459
Arthur A. Siciliano	
13 Salt Marsh Lane	281-4337

## **Gloucester Fisheries Commission**

*3 years, 13 members*

John Bell	
Mayor - Ex Officio	281-9700
Gus Foote	
City Council - Ex Officio	283-2757
Sefatia Romeo	
City Council - Ex Officio	283-1527
Louis Linquata, Chair	
8 Tidal Cove Way	282-9983
Scott Memhard	
9 Highland Rd.	283-1955
Stephen Demetri, At Large	
16 Mason St.	283-5096
William Stride, At Large	
33 Commercial St.	281-6360
John Anderson, Lobstermen's Assoc.	
46 Hesperus Ave.	281-6657
Gaetano Brancalone	
3 Ocean View Dr.	283-5243
Gus Sanfilippo	
14 St. Anthony's Lane	282-4463

Larry Ciulla	
11 Myrtle Square	281-1544
Russell Sherman	
95 Concord St.	281-4651
<i>4 vacancies</i>	

## **Gloucester Cultural Council**

*2 years, 5+ Members*

Mary Weissblum, Co-Chair	
30 Ledge Rd.	283-8316
Joan B. Swigart, Co-Chair	
13 Marble St.	283-2418
Lois Gaudette	
14 Blynman Ave.	283-9113
Mary John Boylan	
85 Mt. Pleasant Ave.	283-3797
Barbara Gale	
2 Barberry Heights	281-3561
Judi Kaity	
545 Washington St.	281-8508
Joie Busby	
14 Gloucester Ave.	283-0477
Diane Hodge	
590 Washington St.	281-4667
Sara Stotzer	
16 Marble Rd.	281-6870
Teresa Gove Arnold	
5 Riverview Rd.	283-5549
Toni Molinski	
PO Box 7043	508-523-2648

## **Gloucester Housing Authority**

*5 years, 5 members*

Gus Foote, Chair - Gov. Appt.	
39 Mt. Vernon St.	283-2757
Michael McLeod, Vice Chair	
27 Wheeler St.	283-1814
Andrew C. Nickas, Treasurer	
One Squam Lane	281-2595
Dorothy Martins, Asst. Treasurer	
23 Concord St.	281-2838
Barbara McLaughlin, Tenant Rep.	
88 Pleasant St. #317	281-4434

**Gloucester Redevelopment Authority***5 years, 5 members*

Barry S. Pett, Chair

45 Middle St. 281-2822

Rebecca Bernie, Vice Chair

4 Gerring Rd. 281-2384

J. Ronald Ross

243 Atlantic Rd. 281-6393

*2 vacancies*

*Generally, except for holidays and Summer schedules, the following meetings are held every month as follows:*

<i>Planning Board</i>	<i>2nd and 4th Mondays</i>
<i>Conservation Commission</i>	<i>1st and 3rd Wednesdays</i>
<i>Zoning Board of Appeals</i>	<i>2nd and 4th Thursdays</i>
<i>Board of Health</i>	<i>1st and 3rd Thursdays</i>

*An application is included at the end of this report. Please let us know if you are interested in sitting on a committee. If there are no vacancies at the present time, we will keep your application on file for three years. The application should be mailed to the Mayor's Office at 9 Dale Avenue.*

*The Community Development Plan 2001 called for semi-annual joint meetings of the City's boards, committees and commissions to foster improved coordination and communication among City agencies. This began in the spring of 2002 and has been remarkably successful.*

**Historic District Commission***3 years, 7 members, 2 Alternates*

Jonathan Poore, Chair

115 Leonard St. 281-6071

Paul M. Shea, Vice Chair

7 Revere St. 283-4383

Carmine Gorga

87 Middle St. 283-5926

Robert Burke

Shore Hill Rd. 281-1035

David Porper

6 Poplar St. 283-4057

Jason Gove

11 Youngs Ave. 281-8097

Prudence Fish

1144 Washington St. 283-1458

John Moskal, Alternate

16 Leonard St. 281-6125

Margaret Flavin, Alternate

1093 Washington St. 283-4813

**Historical Commission***3 years, 7 members*

Margaret Rosa, Chair

26 Fort Hill Ave. 281-1871

Helen McCabe, Vice Chair

16 Hammond St. 281-6534

Suzanne Silveira

Tourism - Ex Officio 281-9781

Robert Wolfe

P.O. Box 1700 281-0190

Stephanie Buck

3 Church St. 283-7320

Thomas O'Keefe

31 Leonard St. 283-0892

Mary Rhinelander-McCarl

28 Old Nugent Farm Rd. 281-5269

*one vacancy***Licensing Board***6 years, 3 members*

Elizabeth O'Connor, Chair

96 Middle St. 281-0381

Robert Madruga (D)

23R Riverview Rd. 283-5829

John Rando (R)

Eastern Point Blvd. 281-0300

**Mariner's Medal Committee***4 years, 5 members*

John Bell

Mayor - Ex Officio 281-9700

George Nichols, Chair

26 Linden Rd. 283-5246

Arthur Sawyer

11 Clarendon St. 283-5604

Alvin Arnold

21 Plum St. 283-0604

John Burlingham

36 Concord St. 281-3378

*one vacancy***Parks & Recreation Committee***3 years, 5 members*

Rusty Tucker

5 Mt. Vernon St. Ward 2 281-1831

Robert Brazier, Chair

3 Blynman Ave. Ward 3 283-1392

Jim Munn

22 1/2 Reynard St. Ward 4 281-0266

Gerald O'Neil

162 Hesperus Ave. Ward 5 525-3234

*one vacancy*

Ward 1

## Planning Board

5 years, 7 members

John (Jack) Clarke, Chair	
8 Walker St.	281-4537
Paul Lundberg	
22 Raven Lane	282-8871
Wentworth (Bud) Williams	
817 The Heights of Cape Ann	283-8771
Jeneth Fahey	
6 Hodgkins St.	281-1719
James Guidotti	
101 Hesperus Ave.	525-3515
Henry McCarl	
28 Old Nugent Farm Rd.	281-5269
Michael Rubin	
P.O. Box 560	617-556-5328

## Planting Committee

3 years 7 members

Mark Cole	
DPW - Ex Officio	281-9785
Suzanne Silveira	
Tourism - Ex Officio	281-9781
John Deedy	
Tree Warden - Ex Officio	281-9785
Dolores Perrin, Chair	
12 Summer St.	281-1400
Kathy Slifer	
42 Pleasant St.	282-1639
Pixie Wallis	
17 Chester Square	283-6161
William Taylor	
325 Concord St.	283-5813
3 vacancies	

## Records Management Advisory Board

2 years, 7 members

Mary Rhinelander-McCarl, Chair	
28 Old Nugent Farm Rd.	281-5269
Ronda Faloon	
11 Revere St.	281-8437
Peter Brown	
9 Linwood Place	283-6281
Stephanie Buck	
3 Church St.	283-7302
3 vacancies	

## Rose Baker Senior Center Committee

Coral Grande	
Senior Center - Ex Officio	281-9765
Mark Cole	
DPW - Ex Officio	281-9785
Chris McCarthy, Chair	
6 St. Louis Ave.	282-0662
Majeed (Jim) Sallah	
56 Hilltop Rd.	281-1892

Jason Gove	
17 Gee Ave.	281-8097
Dean Harrison	
5 Rocky Pasture Rd.	283-5614

## Shellfish Advisory Commission

3 years, 5 members

Robert Knowles	
Shellfish Constable - Ex Officio	281-9741
Russell Jacobs, Chair	
31 East Main St.	281-2958
Ann-Jo Jackson	
21 Salt Island Rd.	283-2585
Dan Molloy	
38 Fort Square	281-4053
2 vacancies	

## Tourism Commission

3 Years, 7 members

Suzanne Silveira	
Tourism - Ex Officio	281-9781
Alan Colby, Chair	
618 Essex Ave.	281-8594
Amy Bell Ross	
18 Leonard St.	282-9590
Joseph Virgilio	
9 Ronna Rd.	281-0688
Laura Dow	
22 Thatcher Rd.	281-3410
Trudy Allen	
12R Butman Lane	282-5480
2 vacancies	

## Traffic Commission

3 years, 5 members

Ann Mulcahey , Chair	
55 Fort Square	283-3429
Philip Dench, Vice Chair	
4 Harvey Place	283-9468
Anthony Bertolino	
132 Bass Ave.	283-9386
Robert Ryan	
3 Blake Court	283-7670
one vacancy	

## Trust Fund Commission

3 years, 3 members

Michael Sanborn, Chair	
Thurston Pt. Rd.	283-6046
John Fleming	
38 Harriet Rd.	283-8543
David A. Reardon	
56 Blackburn Center	283-0458



**Waterways Board**

3 years, 7 members

Jim Caulkett

Harbormaster - Ex Officio

Vito Calomo

City Council - Ex Officio

Peter Bent, Chair

R139 E. Main St. - c/o Brown's Yacht Yard

John Bjorlie, Vice Chair

46 Mussell Point Rd.

Arthur Sawyer

368 Concord St.

David B. Murray

34 Dennison St.

William Crossen

17 Fuller St

Michael McMahon

47 Whittemore St.

one vacancy

282-3012

281-5963

281-3200

281-5261

281-4736

283-3853

525-3320

283-1919

**Zoning Board of Appeals**

3 years, 5 members, 2 Alternates

James Movalli, Chair

27 Woodward Ave.

Virginia Bergman, Vice Chair

396 Essex Ave.

Robert Stewart

45 Middle St.

Stuart Gray

6 Riverside Rd.

Francis Wright

12R Sunset Point Rd.

Roy Toulon, Alternate

6 Wheelers Point Rd.

one Alternate vacancy

283-4287

283-6779

281-4584

281-6562

283-9430

283-2233

All numbers should be preceded by area code 978 unless otherwise indicated.

This listing is current as of August 2004.



The mission of the Gloucester Board of Health is to promote physical and mental health and to prevent disease, injury, and disability. Throughout 2003, the Gloucester Health Department continued its efforts to protect and improve the health of Gloucester's residents. Due to aggressive public health efforts, the people of Gloucester saw:

- The Gloucester Dental Center continue to provide oral health care for eligible children and demonstrated its capacity to be financially self-sustaining;
- The Coalition for the Prevention of Domestic Abuse developed a Child Sexual Abuse Prevention Partnership;
- Continuation of hepatitis C efforts via new client education and support collaborative with the North Shore AIDS Health Project;

- Daily responses to dozens of public inquires about disease prevention and maintenance of a healthy environment;
- More than 6,200 doses of vaccine distributed in the community with 2,113 influenza immunizations and 133 other immunizations given by the Department itself;
- The formation, passage and subsequent rescinding of regulations for the disposal of contaminated dredge materials;
- Participation in regional public health emergency preparedness effort;
- Response to 291 complaints ranging from foul odors in neighborhoods, overflowing dumpsters, housing code violations, to mold and mildew in public settings, etc.

## COMMUNITY HEALTH PLAN STEERING COMMITTEE

The Community Health Plan Steering Committee pursued its mission of addressing unmet health needs as identified in the 1998 Mayor's Health Needs Assessment with an emphasis in three areas.



*Sunny Robinson tending the booth at the Health Awareness Expo.*

The Coalition for the Prevention of Domestic Abuse (CPDA) sustained its citywide participation, conducted a repeat of its dramatic/educational performance *In Harm's Way*, provided a Grand Rounds at Addison Gilbert and Beverly Hospitals for medical and social service personnel, and created a Child Sexual Abuse Prevention Partnership. This partnership makes Gloucester one of three Massachusetts communities participating in a Center for Disease Control, two year pilot project to reduce child sexual assault. Gloucester Men Against Domestic Abuse, a member of the coalition, received a two year grant from the MS Foundation to do work on identifying strengths, weaknesses and then expanding male gender roles.

- Sustained emphasis on resolving the wastewater problems in the West Gloucester area;
- A continued Wastewater Loan Fund providing assistance for private wastewater repairs;
- A well attended Health and Wellness Expo reflecting increased attention to family wellness;
- No food borne illness outbreaks due to vigorous food inspection and code enforcement;
- A sustained response to prevent further spread of pertussis after a summer-fall outbreak;
- Publication of a regular newspaper column addressing public health concerns;

The Substance Abuse Subcommittee continued its efforts focused on youth concerns and secured a grant to address Communities Mobilizing for Change on Alcohol that focuses on changing environmental factors that support underage access to and use of alcohol.

The Senior Housing Options Committee consulted with and subsequently advocated with three groups seeking to expand senior housing opportunities. One of these, an adult foster care model came into existence and continues under the leadership of Cynthia Bjorlie, MD. The other two proposals, one for assisted living, the other for an under 55, age-in-place residence, were in progress at year's end.

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## **HIGHLIGHTS OF THE YEAR INCLUDE:**

### ***Communicable Disease Control***

In order to prevent the further spread of disease, 158 cases of communicable diseases were investigated. Seventy-one of these cases were hepatitis C, 10 were hepatitis B, 18 were enteric diseases, 17 were pertussis, and 15 were Lyme Disease.

Data continues to indicate that hepatitis C is the most prevalent communicable disease with 442 total cases since 1993, of which 71 were new in 2003. After an initial year of increased community education, the Health Department this year established a new collaboration with the North Shore AIDS Health Project to provide one day a week of client education, case management and support services. A Nurse Health Educator was retained and funded through an educational grant received from Roche Pharmaceutical Company. In May a well attended public educational event was provided for people concerned about hepatitis C at the Sawyer Free Library with Dr. Lucas Wolf, a local infectious disease physician, speaking. Outreach and education continued for the community at-large and for health care providers. BOH Chairperson, Claudia Schweitzer provided a weekly support group within the project.

The vaccine depo distributed 6,268 doses of state-supplied vaccine free of charge to local health care providers, while the Health Department staff itself administered 2,246 doses of vaccine of all types, the majority of which (2,113) were flu vaccine. This year was the second time that the department purchased additional flu vaccine for use allowing the department to administer more than 200 more doses than would have been possible solely using state supplied vaccine. Non-flu vaccines administered were mostly pneumococcal for the elderly, hep A and B for hep C positive persons, and then a variety of others required for school entry and for new immigrant students.

### **PROVIDING A SAFE AND HEALTHY ENVIRONMENT**

The Department licensed and performed the required minimum of two inspections of the 144 food service establishments, 65 retail stores that sell food, 4 home kitchens where food is produced, 11 caterers, 21 mobile food service facilities, and 41 temporary food service facilities in Gloucester.

Additionally, 226 rental units were inspected and licensed after complying with the minimum standards for human habitation, and 25 lodging houses were inspected at the request of the Gloucester Licensing Board. Twenty-one hotels, motels, and bed & breakfasts were inspected and licensed. Forty-five massage practitioners working at twenty-two locations were inspected and issued licenses. Seventeen swimming pools and four tanning salons were also inspected and licensed as were six recreational camps for children.

Other licenses issued after inspection included 3 funeral

directors, 302 permanent and 3 temporary dumpsters, 13 garbage trucks to transport waste, 15 horse stables, 4 laundries and/or laundromats, 11 private well installation permits, and 47 tobacco retailers. Complaints regarding possible health or nuisance situations were received and investigated 291 times.

Wastewater Management continued as a major endeavor with a department sanitarian serving on the guidance team for the West Gloucester Wastewater/Land Use Study (Daylor Study) which culminated in a City Council Ordinance creating a sewer use district in Ward 5 Precinct 2. A Wastewater Management Plan for maintenance of conventional and advanced on-site systems was continued through a sophisticated database, tracking of maintenance and assuring wastewater problems are resolved in a timely manner. Numerous neighborhood assessments were performed to ascertain the density of problem on-site systems. Because the \$2.7 million 1997 Sewer/Septic Loan Fund was nearly exhausted, the department sought additional funds to continue to provide no-interest loans for repairs to failed septic systems or to connect homes with failed septic system to city sewers. The request to the Massachusetts Water Pollution Abatement Trust was approved for \$5 million.

Soil testing for on-site wastewater disposal was performed at 41 sites and septic plans were reviewed for compliance with design standards for 87 properties. Thirty-one pumping vehicles were inspected and licensed.

### **GOALS FOR THE FUTURE**

Previously identified barriers to health care, including lack of insurance, or lack of access to providers who would accept MassHealth, led to the goal of establishing a community health center.

As of December 31, 2003

Health Department staff included:

Thomas Corcoran

Code Enforcement Officer

Leonard Letendre

D.V.M., Animal Inspector (part-time)

Carol McMahon

Junior Clerk (part-time),

Wastewater Loan Fund Administrator

Rosalie Nicastro

Senior Clerk

Teresa O'Hanley

Principal Clerk

M. Sunny Robinson, B.S.N., M.Ed., R.N.C.

Public Health Nurse

Isaac Rowe

R.S. Sanitarian

Christopher Sargent

E.H.T., Sanitarian

David Sargent

Sanitarian



# City Clerk's Office

The City Clerk's Office is responsible for all municipal and state/federal elections, vital statistics, licensing and permitting, and fully supporting the City Council. It assists the City Council, as well as all Boards and Commissions, in maintaining complete compliance with the open meeting law as it relates to the posting of meetings and submission of proper minutes.

## REGISTRARS AND ELECTIONS

The City Clerk's Office conducted two successful elections, the city preliminary election and the regular city election using optical scan voting machines. We ran several training sessions for internal personnel, election workers, and for the League of Women Voters, who are always there to help us with all aspects of the electoral process. Our City preliminary election was only in one ward as there were not enough candidates to cause a city-wide preliminary. However, all of the processes were still necessary and the workload was very close to a full election. Both elections went fairly smoothly. Duties ranged from processing of nomination papers, to

voter registration, hiring and training of election workers, providing information to the public, staffing the polls, tallying all votes, and announcing and reporting election results. There were, again, updates made to the State Central Voter Registry System. The City Clerk's Office conducted the City Census, published the Registrar's Street Directory, and provided a list of all residents to the Jury Commissioner. Budget difficulties which have been thrust upon Gloucester, and all municipalities by the drying up of state and federal funds, had caused us to decrease our office staff by one full-time employee, but we continued to provide most services. In other efforts to reduce costs, the city offered long-time employees early retirement, resulting in the loss of the Assistant City Clerk, and forcing us to reduce some services. We hope that this is a temporary situation, and that the state will restore some funding to the cities and towns, and/or we can find new ways to generate revenue. We are committed to providing the best possible services to our citizens, and will continue to do our best. We are aggressively working to improve handicapped accessibility for all of our polling places and expect to be in full compliance by years end.

## VITAL STATISTICS AND LICENSING

State and federal tax and child support liens were filed in the Clerk's Office. Licenses were issued for approximately





*Judy Peterson and June Budrow in historical archive room.*

2,400 dogs. Other licenses issued were filed in the Clerk's Office included motor vehicle class I, II, & III, 245 Sporting Licenses (hunting, fishing, trapping), 65 Commercial and 335 Resident Shell fishing, Taxis/Limousines, Auctioneer, Vendors, Hawkers and Peddlers. Permits for Raffles, Tanks, Fixed Vendors and Special Event Vendors, 172 Business Certificates, and other miscellaneous permits and licenses were also issued.

The Office continues to make progress in the ongoing process of computerizing manual systems and documents. Computerization has helped in the tracking of various licensees and helped to bring others into compliance. At the present time, all 1995 through current year business certificates, second hand goods licenses, livery and taxi licenses and information, residential and commercial clam licenses and class I, II, and III and tank licenses have been entered into the computer. The computerized dog licensing system is a great success, allowing us to mail applications to all dog owners, which significantly improved rabies inoculation compliance. The city charter and city ordinances have been implemented on the city web site as well as an online calendar of meetings and agendas. The office will continue to computerize all manual systems, subject to time and budget constraints.

In 2003, 306 births, 162 marriages, and 432 deaths were recorded in the City of Gloucester and processed for the

State Vital Records Office. Affidavits of corrections were made to records as needed. In addition to the vital statistics recorded and amended, the office issued burial permits and over 7,000 certified copies of birth, marriage, and death certificates to the public.

Other services offered by the Clerk's Office include administering oaths of office, providing notary public, justice of the peace, and photocopying services, and providing information, including computer printouts, ordinances, City Charter and street listing books to the public.

In 2003, the City Clerk's Office, the City Council, members of the Archives Committee and the Archives Commission finalized the Archives Ordinance which ensures the proper care and handling of our historical and working records. New members were appointed to both bodies and interest is growing, due to the dedication of the individuals involved. Progress continues slowly but is picking up momentum on plans for the new archival record vaults which will, hopefully, be built within the Sawyer Free Library, and will ensure protection of precious historical records, as well as free up space for current records necessary for the daily operation of the City.



# Community Development

Dale Brown, Director of the Community Development Department coordinates the broad planning and economic development objectives of the City. Planning and environmental review for permitting of land use are managed by staff supporting the Planning Board and Conservation



Commission. Additionally, the Grants Administration division supports community services and provides assistance to low and moderate income families. These activities are summarized elsewhere in this Annual Report.

Community Development Department provides leadership and staff support to the Community Housing Coalition. As called for in the Community Development Plan of the City of Gloucester (Plan 2001), the Coalition includes broad representation of individuals with expertise and commitment to addressing the need for housing affordable to the citizens



of Gloucester. During 2003, the Coalition focused on drafting zoning ordinance amendments to eliminate barriers to the creation of housing. The Coalition reviewed various housing proposals and recommended support for projects consistent with the housing objectives of Plan 2001. In addition, the Coalition reviewed information prepared to update the Housing Element of Plan 2001.

Additional planning responsibilities include monitoring progress in implementing the Plan 2001. The Plan Implementation Review Committee (PIRC) meets regularly and prepares an annual report reviewing progress for every recommendation of the Plan. These reports reflect interviews and meetings with City staff, elected officials, and boards and commissions. In addition, as recommended in the Plan 2001, PIRC convenes City-wide semi-annual meetings of all Boards, Committees and Commissions in May and November of each year. In 2003 these meetings focused on legal issues facing volunteer boards and on communication tools and issues.

The Department is responsible for the preparation of the



City's annual Capital Improvements Program (CIP), presenting capital projects requested to be funded over the next 10 years. Staff prepares this plan in consultation with the Capital Improvements Advisory Board (CIAB) and the various City departments. During 2003, the CIAB held numerous meetings reviewing projects totaling \$150 million for the CIP covering the period FY05-FY14. Planning staff also advises the Mayor on requests for land disposition, through the quarterly meetings of the Land Disposition Committee.

The Community Development Department oversees support for economic development initiatives through a variety of programs. The City's Grants Administration program directly funds and oversees neighborhood revitalization projects. 2003 saw completion of Phases II and III of the Main Street East End improvements. In addition, Grants Administration assists local businesses through management of HUD loan funds and Brownfields cleanup loan funds from EPA. The Community Development Department also administers the local components of the state's Economic Development Incentive Program (EDIP),





securing City Council approval of Tax Increment Financing (TIF) agreements, allowing for property tax relief for new or expanding businesses and qualifying participating businesses for Investment Tax Credits.

Additional support for local economic development is provided through the Department's Tourism Division, described separately in this Annual Report. Department staff also support the City's Committee for the Arts and participates as a member of the independent SEArts (Society for the Encouragement of the Arts). These groups work to promote recognition of the City's significant artis-

tic activity and heritage. The Committee for the Arts completed an inventory of City owned art in 2003 and is finalizing a report to the Mayor.

The Community Development Department coordinates with the Economic Development Industrial Corporation (EDIC) and the Harbor Plan Implementation Committee (HPIC) to ensure that all appropriate City resources are available to respond to economic development opportunities. The HPIC continues to focus on redevelopment of the harbor, consistent with the 1999 Gloucester Harbor Plan. 2003 accomplishments include:

- Completion of projects to rebuild and restore seawalls at Blynman Canal and Cripple Cove. Work is underway to complete seawall work at Fort Square Park.
- Work with the Massachusetts office of Coastal Zone Management and with local waterfront property owners to identify parcel-specific economic opportunities consistent with Designated Port Area requirements.
- Work with the state Seaport Advisory Council staff to identify homeland security issues related to the port of Gloucester.



The authority of the Conservation Commission is given by the Massachusetts Wetlands Protection Act, G.L.C 131 s. 40 and the City of Gloucester Ordinance pertaining to General Wetlands.

One purpose of the Commission is to administer these laws and regulations. The purpose of the laws and ordinance is to protect the valuable wetland resource areas in Gloucester by monitoring and reviewing activities within resource areas and their buffers. The Commission in particular reviews activities likely to have a significant or cumulative effect upon resource area values, such as public or private water supply, groundwater, flood control, erosion and sedimentation control, storm damage prevention, water quality, water pollution control, fisheries, wildlife habitat and rare species habitat.

Notices of Intent and Requests for Determinations are filed to determine the applicability of MGL C. 131 s. 40, 310 CMR 10:00, and the local ordinance to individual projects and land sites. Nol's are usually filed for large projects and work activities, which fall within jurisdictional buffers, in order to allow prior review of a proposal to make certain there will be no significant adverse impact to resource areas. RDA's are normally filed for small projects with minimal likelihood of significant adverse impact to resource areas. Requests for confirmation of delineation of resource areas (confirming resource boundaries and classification) can also be requested using the RDA or the ANRAD form.

Pursuant to these State and Local statutes, the Commission conducted the following:

## **PUBLIC HEARINGS**

- 104 public hearings were held
- 90 Notices of Intent were approved and Orders of Conditions were issued
- 4 Notices of Intent were withdrawn
- 1 Notice of Intent was denied
- 5 Orders of Conditions were approved for amendment
- 4 public hearings were continued

## **REQUESTS FOR DETERMINATION**

- 34 Requests for Determination were filed
- 29 negative determinations issued
- 5 positive determinations issued
- Certificates of Compliance are issued upon

completion of a project if the work has been completed in accordance with the project permitted and with the conditions imposed upon it. Extension Permits allow continuation of a project if a permit will expire prior to the completion of a project.

## **CERTIFICATES OF COMPLIANCE**

48 Certificates of Compliance were issued

## **EXTENSION PERMITS**

9 Extension Permits were issued

The Commission spends a significant amount of field time walking sites of proposed projects to ensure that the wetland areas are properly identified and protected. Site inspections are held on a regular basis to review proposals and to monitor the progress of on-going projects. Site inspections are also held to meet with state and local officials concerning appeals and controversial matters

The Conservation Commission also functions as an advisor to other city boards on environmental matters and as an advocate of proper land management and protection.

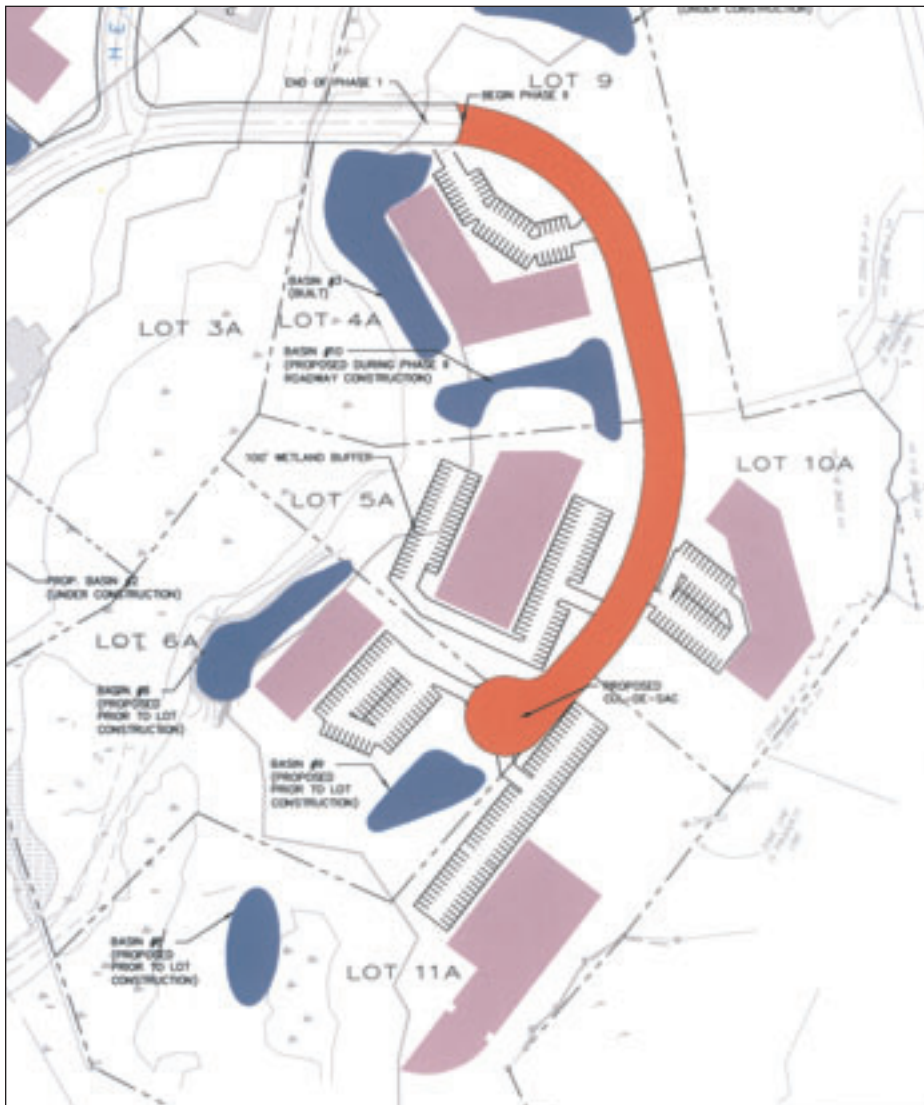


# Economic Development & Industrial Corporation

The Gloucester Economic Development and Industrial Corporation, a public Corporation established in 1977 and its seven member board were very active during the year 2003. The Corporation wrote and submitted a \$1,000,000 grant application for a Commonwealth of Massachusetts PWED Grant. Unofficial indications are that the grant was ranked first among twenty-nine applicants; with the award expected to be announced in July of 2004. Proceeds from the grant coupled with a city bond will allow the construction of the extension of Great Republic Drive. This road extension will open for development the last four (4) remaining lots in the Blackburn Industrial Park.



These four lots will put twenty-six acres of land on the city tax rolls and allow the construction of four buildings with combined footprints of 190,000 SF. The sale of these lots will substantially increase the City's tax base and serve both to retain and create jobs.





Through the Community Development Department, the Grants Division (GD) provides project and program administrative oversight services to the city with grants from the State and Federal Government. The mainstays of the GD are the federal Community Development Block Grant (CDBG) and HOME Program funding outlets from the U.S. Department of Housing and Urban Development. Collectively, the grants provided the City of Gloucester with \$1,100,093 (CDBG = \$957,000 and HOME = \$143,093) in Program Year (PY) 2003. The funds were utilized to ensure the stabilization and creation of affordable homeownership and rental opportunities, social service supplementation, capital project and infrastructure improvements, and economic development initiatives.

In PY 2003, the Housing Rehabilitation Program (HRP) assisted 21 households, totaling 34 units through \$450,000 in funding. With a deferred loan from this program, low and moderate-income residents were able to improve the safety and quality of their homes. The 34 apartments assisted with CDBG funds carry a 15 year period of affordability, while also being added to Gloucester's state mandated affordable housing inventory. In addition to the quality of life benefits that stabilizing Gloucester's housing prevails upon a community, the HRP has provided local businesses and numerous suppliers and builders with over \$900,000 worth of profitable opportunities. The GD partners with MassHousing in their Get the Lead Out Program, which deleaded 34 homes in Gloucester this year alone.

The GD provided \$50,000 to Action's Quest Program, toward purchase costs for a 10 unit apartment building to provide housing for HIV positive ex-convicts. The GD also provided the Cape Ann Housing Opportunities, Inc., with \$200,000 for the development of 43 affordable rental units in Phase I of the redevelopment of the former LePages site. The HRP developed a pilot program for the benefit of

elders in the community in conjunction with Dr. Cynthia Bjorlie. One unit of elder care housing was produced within an existing home, which provided meals and loving care in an adult foster care setting.

The GD administers the First-time Homebuyers (FTHB) Program with the City's HOME funds. The FTHB is critical in assisting low to moderate-income buyers with down-payment and closing costs associated with purchasing their first home. The assistance is in the form of a \$10,000 deferred loan at 0% interest, which does not require repayment until the home is sold, transferred or is no longer used as the recipients primary residence. The GD also partners with MassHousing Partnership (MHP) for their Soft Second Mortgage Program that stretches the buyers purchasing power. In PY 2003, the city spent the entire HOME funds allotment, assisting 17 low to moderate-income homebuyers close on purchasing their first home.



The GD continued to work closely with the Downtown Development Commission and the Chamber of Commerce in PY 2003 to improve Main Street with the Facade Program and the East End Main Street Improvements project. This year 2 businesses accessed \$11,314 for facade improvements. Program Year 2003 saw the completion of Phase's II & III of the Main Street Improvement Project. The improvements include new brick sidewalks, period street lighting, and tree planting in the downtown area. This \$1.6 million renovation is funded by both the federal CDBG and the State Community Development Action Grant (CDAG), and will mark the completion of the Downtown Main Street Improvement Plan started in the 1970's.

Neighborhood Improvement project development continued with the development of a workable plan to provide



parking at the train station, releasing \$3.28 million in federal funding appropriated for this purpose. The Community Development Department continued to promote public and private efforts to improve the surrounding area, including the cleanup and reuse of a contaminated site, and has allocated PY 2003 funding to improve the sidewalks and drainage in the area.

The GD continues to administer the HUD Section 108 loans and the \$500,000 Brownfields Cleanup Revolving Loan Fund. Through the \$300,000 HUD Section 108 loan provided to the city in PY 2002, a local business has expanded into a new 60,000 s.f. facility at the Blackburn Industrial Park, which created 8 jobs, 5 of which are for low to moderate-income individuals.

The CDBG funds supported many nonprofit services in the city. CDBG Funds helped fund the coordinator for the Adult Learning Center, childcare vouchers at Child Development Programs, (now known as Pathways): administrative costs for the North Shore Aids Health Project, and the Open Door Food Pantry.

The CDBG Funds supported four programs for youth: summer recreation programs offered to boys and girls in offering tennis, camping, sailing, and golf activities; an empowerment program for 10-14 year old girls at Willowwood Community Youth Center by HAWC; a summer jobs training opportunities run in collaboration with the Clean City Commissions and YMCA; and provided acoustic sounding materials in the Assisted Pathways for Children, Inc., auditorium.

The GD remains committed to providing housing opportunities for low and moderate income families, revitalizing targeted neighborhoods, supporting effective local nonprofit agencies, and improving access to jobs and business development opportunities in the City of Gloucester.



The Planning Board is authorized by Massachusetts General Law to approve subdivisions that conform to the Board's rules and regulations pertaining to subdivision of land. It also reviews approval not required (ANR) plans and provides its endorsement on these plans. The Planning Board also provides adequacy of access determinations and it reviews Road Improvement Plans that propose to upgrade rights of way to provide adequate access. The Board is designated by the city zoning ordinance as a special permit granting authority for pork chop shaped lots, cluster developments, watershed protection overlay district special permits and common driveways; it acts in an advisory role on amendments to the city zoning ordinance, city council special permits for major projects, on building permit applications for signs, on State DEP Chapter 91 Permits (regarding public rights in tidelands), and state Environmental Notification Forms. Finally, the Planning Board maintains its aforementioned rules and regulations pertaining to subdivision of land, the development review regulations (for open space residential developments, zoning ordinance section 5.15), as well as its rules of procedure.

## **CALENDAR 2003 LAND USE APPLICATIONS**

### **1. ANR PLANS**

The Planning Board acted on 38 Form A applications — of these, 36 were endorsed (approved) and two were withdrawn.

Three Road Improvement Plans were considered — one was approved off of Riverview Road, while the Stewart Avenue RIP was denied and Hutchins Court was withdrawn.

### **2. SUBDIVISION PLANS**

The Planning Board did not review any new preliminary nor definitive subdivision plans. However, the Board did enter into on agreement for judgement for the Woodlands definitive subdivision by dba Carter Hill Assoc., LLC, which is a 21 (buildable) lot subdivision between Magnolia Avenue and Ryan road (Map 193 Lots 33 and 45) — there has been subsequent litigation regarding this site.

The Planning Board approved time extensions to complete: Highland Woods and Magnolia Heights definitive plans. There was a reduction in the performance security for Herd's Hill subdivision. The board signed off on Ciamitaro Court subdivision for completeness.

Active work continued on Carrigan Court subdivision and Tiderock subdivision remains in litigation.

### **3. SPECIAL PERMITS**

Three pork chop shaped lots were considered: two were approved: DeSisto (Magnolia Avenue), Titus (North Bennet Street); one was withdrawn without prejudice at 54 Gee Avenue. There was a modification to a pork chop shaped lot at 50 Salt Island Road.

Three Common Driveway applications were reviewed and approved: Nash (Cole's Island Road), OHC Development (Western Avenue), Anderson (Grapevine Road). Consideration of a fourth application for Sanborn (Essex Ave.) was continued to the Board's January 2004 meeting (and at that point approved).

One Interim Planning Overlay District special permit was approved for Nash on Cole's Island Road.

One Watershed Protection Overlay District was approved for Sprint (Barletta) on 56 New Way Lane.

### **4. OTHER REVIEWS & ADVISORY RECOMMENDATIONS**

The Board also discussed three pre-application plans under Subdivision Regulation 2.9: Ferraro at 136 Hesperus Avenue; Cutler at 65 Holly Street; and Lever Development for 37 units under a cluster plan special permit at 36 Atlantic Street.

There were 13 instances where the board received DEP notice concerning Ch.91 matters and the Board recommended 11 and determined that 2 would not serve a public purpose. Information on the specific sites considered and the board's specific recommendations are available at the Planning Department at 22 Poplar Street.

## **REGULATORY REFORM ACTIVITY**

### **1. ZONING AMENDMENTS**

The Planning Board considered the following zoning amendments in 2003:

A. Amendment to the Gloucester Zoning Map and corresponding zoning district of the Zoning Ordinance by changing the zoning of 147 Essex Avenue from General Industrial (GI) to Village Business (VB). (Approved by City Council March 18, 2003)

B. Amendment to the Gloucester Zoning Map and corresponding zoning district by changing the zoning of 27 Railroad Avenue from General Industrial (GI) to Neighborhood Business (NB). (Approved by City Council April 15, 2003)

C. The Zoning Ordinance Review Task Force proposed

zoning amendments including the following sections: Definitions, 1.3.1(d), 1.3.2(a), 1.4.1.2(a), 2.3.1, 2.4, 3.2, 3.5, 4.3.3, 5.3. (Approved by City Council June 10, 2003)

- D. Amendment to change fee amounts for building penalties (\$300), variances, use variances, appeals of decisions of Building Inspector, and all special permits (\$250). (Approved by City Council June 24, 2003)
- E. Amendment to Section 3.2 Intensity of Use Schedule relative to Building Height. (Approved by City Council September 16, 2003)
- F. Consideration of proposals to adopt a zoning ordinance regulating drive through facilities was continued into 2004.

## 2. SUBDIVISION REGULATIONS

Planning Board considered and approved the following amendments to its subdivision review regulations in 2003:

A. Section 4.4.1(a), Connection to public sewers is required: was amended in subsections 1 and 2 with approval by Board February 24, 2003.

B. Section 2.9 Pre-Application Procedure was added with approval by Board April 28, 2003.

## 3. DEVELOPMENT REVIEW REGULATIONS

The Board adopted Development Review Regulations, Section 1.0, Rules & Regulations Pertaining to the City Open Space Residential Development (OSRD), Zoning Ordinance, Section 5.15 on Board August 25, 2003.

## 4. OTHER REGULATORY ACTIVITY

The Planning Board vice-chair participated in the meetings of the City Council Zoning Ordinance Review Task Force.

## OTHER ACTIVITIES

2001 PIRC provided the Board with two reviews of progress implementing the plan during 2003. The PIRC and Planning Board also participated in two meetings of all Boards, Committees and Commissions within the city within the last year.



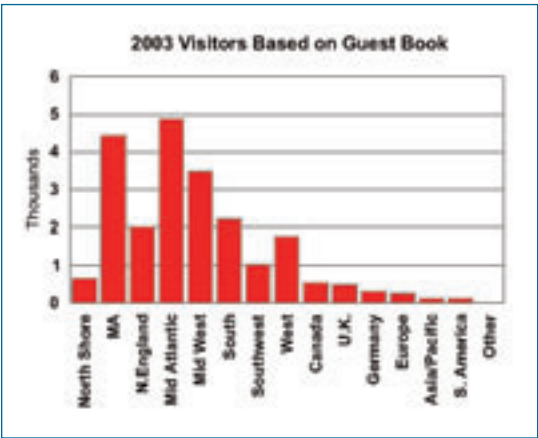




*Fishermen's Wives Statue overlooking Gloucester harbor.*

Suzanne Silveira, Gloucester Tourism Coordinator reports the year 2003 started with a very rainy May and June. Continuing economic problems and a war in Iraq contributed to a slower tourism season in Gloucester as well as in Massachusetts and the rest of the nation.

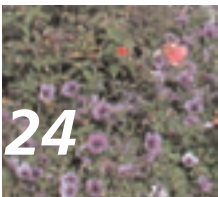
However, the Gloucester Visitor Welcoming Center greeted 30,000 visitors from the end of May to the end of October who were very happy to be in such a beautiful city. Although only a small portion of visitors take time to sign our guest book, this information tells us what brought them to Gloucester and where they came from as evidenced by this chart:



The Gloucester Tourism Commission met monthly to discuss issues. The Commission worked on ways to gather more statistical information in order to better serve those involved in the hospitality industry.

The Gloucester Tourism Office continued to work with the Cape Ann Chamber of Commerce, Essex National Heritage Commission and North of Boston Convention and Visitors Bureau to take advantage of any marketing or promotional opportunities that were presented. Suzanne Silveira was named to the Board of Directors of North of Boston, CVB.

In May, Tourism worked with the Mayor's Office as he hosted the July meeting of the Massachusetts Mayors' Association. Also, the office worked with a local representative of the New York Yacht Club on a trip to Gloucester Harbor





the end of July. Approximately 75 boats stopped overnight for a visit.

The Tourism Office conducted the first season's end wrap up meeting in October at the Atlantis Motor Inn. This will be an annual meeting to discuss the season and plan for the new year ahead. They also worked with the Essex County Velocross group on their annual bike event held in Stage Fort Park in November. This event attracted over 700 attendees to the Park from all over the country.

The Tourism Office continued working on its web site, [www.gloucester-ma.gov](http://www.gloucester-ma.gov), updating it constantly to provide more visitor information and linkage. Information on bird watching, kayaking and lighthouses can now be found on the web site.

*In May, Tourism worked with the Mayor's Office as he hosted the July meeting of the Massachusetts Mayors' Association. Also, the office worked with a local representative of the New York Yacht Club on a trip to Gloucester Harbor the end of July. Approximately 75 boats stopped overnight for a visit.*



"Creating Safer Communities for Seniors", the theme for the North Shore Regional Council on Aging Spring Conference in 2003 for which the Gloucester Council on Aging was primarily and directly responsible, accurately depicted the focus of the programs offered to our seniors this year at the Rose Baker Senior Center, as well. The S.A.L.T. Council, (Seniors and Law Enforcement Together), a jewel in the crown of programs and services provided to seniors by the Council on Aging, celebrated their first anniversary by kicking off the "File of Life" - a packet of emergency response information placed on a senior's refrigerator, and the "911 Cell Phone Program" - distributed to at-risk seniors for use during winter months, power outages, and emergency weather conditions. "Scams, Fraud, and Identity Theft", "Fall Prevention and Joint Support", "Balance," "The Aging Eye," and "Safe Home Project" were just a few of the forums and seminars held throughout the year, continuing the focus on improving safety for our seniors, in their homes, as well as in the community.

Thanks to a Community Development Block Grant for the Art Program, participation in the Empty Bowl Project at the Rose Baker Senior Center was more popular than ever. Seniors and youngers produced more than one hundred bowls which were sold at an annual fundraising dinner, benefiting the Cape Ann Food Pantry. Work on this project consumed nearly five months of dedicated activity in the name of art, for the ultimate benefit of those less fortunate in our community. During 2003, work also continued on the banner project entitled, "From Sea to Shining Sea." More than fifty seniors, men and women alike, as well as many younger people, have worked continually on this five panel tapestry, each panel measuring 9'x 5', depicting all fifty states, and featuring easily recognizable landmarks across America, through the use of the medium of fiber art.

In the spirit of providing comprehensive services to seniors, many financial workshops

## GLOUCESTER COUNCIL ON AGING

6 Manuel F. Lewis Street  
Gloucester, MA 01930  
(978) 281-9765  
(978) 282-1350 (fax)  
cgrande@ci.gloucester.ma.us

*Total Types of Programs: 11 - includes Advocacy, Community Interest, Educational, Financial, Fundraising, Health, Informational, Outreach, Recreational, Social Day Care, Volunteer*

*Total # Events: 4,155  
Total Senior Participants: 2,101  
Total Number of Gloucester Seniors (60 yr. and older): 6,003  
COA serves 33% of senior population in Gloucester (state average is 22%)  
9.6% increase of elders served in 2003  
Women Served: 1,457 (69%)  
Men Served: 644 (31%)*

*Total Volunteers: 213  
Total Volunteer Hours: 31,586  
Value of Volunteer Hours: \$486,108.54  
Different Volunteer Opportunities: 47*

### Staff:

*Coral S. Grande, Executive Director  
Lucia Sheehan, Senior Clerk  
Claire Phillips, LSW, Outreach Coordinator  
Juni VanDyke, Art Coordinator  
Lisa Brayton, Activities Coordinator  
Christine Parker, MSW, Social Day Care Coordinator  
Angela Favaloro, Social Day Care Assistant  
Shirley Bradford, SCSEP, Social Day Care Assistant  
Alma Berkman, SCSEP, Receptionist /  
Transportation Coordinator  
Lloyd Garron, SCSEP, Reception Assistant  
Joe Mannino, Custodian*

were offered this year, including "New IRA Rules," "Mutual Funds," "Setting Up a Bill Payment Schedule," "Balancing Your Checkbook," "Financial Planning," and "T.I.P.S. - Treasury, Inflation, Protection, Securities." Our SeniorNet computer program, consisting of 8 volunteer instructors, 20 volunteer coaches, and 1 technician, in addition to their regular computer basics and fundamentals, Internet, and E-mail classes, expanded their repertoire to include, "Introduction to Internet," "Introduction to Word Processing," and "Digital Photography." This nationally acclaimed computer program continued to pride itself on a unique and successful method of teaching computer



skills in an effort to help seniors remain connected to their family and the world around them. The Senior Center maintained a steady list of nearly one hundred seniors at all times, waiting to enroll in these classes.

The Outreach Department was inundated with requests for service this year including alternative housing requests, financial assistance, relocation assistance, health care benefit explanations, resolution to insurance problems, as well as providing follow-up and advocacy to seniors in a multitude of situations.

The Council on Aging continues to serve the community by offering ongoing programs such as Social Day Care, Caregivers Support, travel opportunities, and monthly constituent visits with Congressman Tierney's representative, State Sen. Bruce Tarr, and Rep. Anthony Verga. Additional programs include the Vision Foundation group, Tax Assistance, meals, weekly blood pressure screening, as well as shopping, Friendly Visitors, and information and

referral services. Veterans Services also continued to hold office hours monthly at the Senior Center in order to better serve veterans in our community.

With the strength of the staff and volunteer effort working together, the Council on Aging remains a viable and extensive source of information and support to our community. We are committed to continuing the high quality of programming and service delivery our community has come to expect from us.

*The Rose Baker Senior Center.*





# Fire Department

The Gloucester Fire Department responded to 4,244 requests for emergency assistance in calendar year 2003. These requests included 2,411 ambulance responses, 975 service calls (i.e., smoke and odor investigations, carbon monoxide alarms, lockouts, etc.), 726 activated fire alarms including false alarms and alarms caused by smoke not involving a significant fire, 36 outside brush or rubbish fires, 80 structure fires, 15 vehicle fires, and 1 boat fire.

Fire Inspector Joseph Mountain completed more than 1,500 fire inspections, permits, and related investigations. A major fire prevention program in the Department includes hundreds of fire inspections conducted by on-duty firefighters in commercial, large residential, and industrial buildings. These inspections have three primary goals. The goals are to familiarize firefighters who may need to enter these buildings during a fire or emergency, to obtain and update building records especially ownership information for after hours contact, and to assure general fire safety compliance in the buildings. The on-duty members of the Department issued 791 open burning permits

during the spring open burning period from January 15th to May 1st generating \$7,800 in revenues.

During 2003, a number of emergency responses were significant. Two fire deaths in homes lead to a tragic close to the year. On 1/23/03, a stove fire at 2 Stanwood Terrace seriously burned a 78 year old resident. A house fire at 107 Riverview Road on 1/29/03 trapped the home owner and his two dogs on a deck. All were rescued although the dogs suffered burns. A stubborn fire in the crew quarters on the Fishing Vessel Laura, docked at the State Fish Pier on 2/2/03, required access to a regional foam bank to complete extinguishment. An attic fire at 405R Essex Avenue on 2/8/03 did extensive damage to the combined auto repair facility and attached residence. A garage was totally destroyed by fire at 14 Lyndale Avenue on 4/7/03. A mattress fire in an occupied room at the Crow's Nest lodging house, 334 Main Street, on 4/8/03, was contained to one room. A boat accident in the Little River area of West Gloucester on 7/5/03 caused a near fatal bleeding injury to a young man. The young man was saved by the combined effort of all responders, including our paramedics, and quick treatment at the Addison Gilbert Hospital. A garage fire, ignited by a torch, destroyed the garage and three cars at 4 Stewart Avenue on 7/28/03. Smoke detectors alerted the sleeping residents at 6 Riggs Point Road to a fire in their

*A few of our local heroes take a rare break at the Central Station.*



home on 10/5/03 and all escaped safely. A fast spreading fire trapped an elderly resident in the 2nd floor of her 154 Wheeler Street home on 11/7/04. Despite valiant attempts by her husband and fire fighters to reach her, she succumbed to the smoke and heat. A candle left unattended ignited living room furnishings at 10 High Street on 11/20/04. A sleeping tenant escaped safely while the fire did extensive damage to the home. A Christmas tree fire, ignited by fireworks, at 163 Essex Avenue on 12/22/03, trapped two occupants in a bedroom. The occupants of the single family house were rescued by fire fighters. One victim was successfully revived while the second victim succumbed.

Quick responses and aggressive fire fighting by our personnel prevented total destruction of a number of homes and businesses involved in fires during 2003. Examples include a third floor bedroom fire at 19 Elm Street on 1/9/03, a home at 33 Cliff Road on 2/11/03, the Crow's Nest lodging house, 334 Main Street, on 4/8/03, a fire on the roof at the East Gloucester School on 8/14/03, the house fire at 6 Riggs Point Road on 10/5/03, a kitchen fire at 17 Madison Avenue on 11/24/03, and the storage shed attached to North Atlantic Fish Company, 88 Commercial Street, on 12/27/03. All of these properties, although damaged, could be repaired due in large part to the skill and aggressive fire fighting by our fire fighters.

Training for all members of the Fire Department is an integral part of our work. The training is diverse ranging from sexual harassment training to deployment and utilization of mass decontamination equipment provided by the State. Basic fire fighting skill practice remains a clear need. This need was met in part as crews had access to a vacant apartment house on Mason Street across from Fire Headquarters. Crews practiced forcible entry skills as well as search and rescue techniques. Our smoke generator was used to fill the house with smoke to obscure visibility to simulate real fire conditions during the training. Additional training was conducted for 18 fire fighters to certify them to the hazardous materials technician level for ammonia.

Public fire education presentations for the tenants in the six story McPherson Park Elderly Housing facility in February, Central Grammar (elderly housing ) Apartments in June,

and a transitional housing apartment complex on Eastern Point Road in October helped in our quest to prevent fires and assure quick, correct reactions to fire. Dozens of fire drills in all the City schools continue to reinforce fire prevention and quick reactions to exit buildings when fire alarms activate.

We continue to seek Federal and State grants to augment the significantly reduced funding for personnel, operating expenses, and capital projects such as major equipment purchases. The challenge in seeking and using grants is that most grants are intended to simulate new programs not maintain or improve existing services. In some cases, grants provide equipment, but not the training needed to use the equipment. In addition, the paperwork for and administration of grants can be overwhelming. Notwithstanding the problems with grants, the Department received a \$67,000 grant funded mass decontamination trailer. The trailer and equipment is to support the Addison Gilbert

Hospital in decontaminating victims of chemical, biological, radiological and explosion incidents. A \$131,000 United States Fire Administration Fire Fighter Assistance Grant was completed. This grant funded replacement of all personal protective clothing (PPE - fire retardant coats and pants) for our fire fighters and provided hazardous materials technician training for ammonia releases. Buoyed by this success, an application for a \$7,500 emergency planning grant was filed. In addition, Fire Fighter Paramedic John Bell applied for a \$281,000 Fire Fighter Assistance Grant to replace all of our air mask equipment. John wants to assure our air mask equipment is the best and safest technology for fire fighting and entry into any atmosphere that may be immediately dangerous to life and health (IDLH) including substances that could be used by terrorists.

Disasters outside Gloucester, including the Chicago Illinois E2 Nightclub panic on 2/17/03, and the West Warwick Rhode Island "Station Night Club" fire on 2/20/03, impacted Gloucester. The Station Night Club fire caused 100 deaths and over 100 injuries. Patrons were set to enjoy a performance by the band Great White. Pyrotechnics on stage ignited a foam wall covering causing a fast moving fire. The fire trapped many people inside and at the main exit. The use of pepper spray inside the E2 Nightclub caused

*Safety information: Candles cause significant fires each year. By keeping combustibles one foot from candles, never leaving a candle unattended, keeping pets and children away from candles, and extinguishing candles as you leave a room or when going to bed, candle fires can be significantly reduced.*

*Safety tip: As spring arrives check your exterior decks and stairs. Each year exterior decks and stairs collapse and/or tear away from homes often with numbers of people being severely injured. Major fractures, crushing injuries, lacerations and internal injuries to those on the deck or stairs requires a "mass casualty" response of multiple ambulances and first responders to extricate, treat and transport victims.*

a stampede that blocked exits, left 21 dead and dozens injured. Within weeks of these incidents, a Gloucester tavern was found to have the same foam on the ceiling over where the bands play. These two disasters, and the combustible foam found here, prompted inspections at our public assembly facilities. A number of safety violations were ordered corrected in Gloucester facilities. More inspections and public education remains to be done to assure fire and life safety code compliance in Gloucester's public assembly facilities is maintained.

The Department continued to face challenges in 2003. The Blynman Bridge was under repair twice for a week at a time. With the bridge up for repairs, access to Magnolia and the Essex Avenue area of West Gloucester was blocked. During the second closure, a multiple car accident on Route 128, at Crafts Road, blocked all routes off the island of Gloucester. This situation reinforced that we are an island and contingency plans, especially for having Addison Gilbert Hospital remain open and accessible,

are important. Weather events challenge us annually. Twenty seven inches of snow fell over two consecutive days in February. This thick blanket of snow helped force leaking gas to infiltrated City Hall causing concern for an explosion. Two cardiac arrests also occurred during this snowstorm and one was attributed to exertion as the person shoveled snow. Multiple lightning strikes during a July storm damaged 4 buildings. The sprinkler system in one of the buildings extinguished the roof fire showing the value of fire sprinkler systems. High winds in October brought down numerous wires and sparked an apartment house fire on Hodgkins Street. The Department continues to face challenges due to continuing budget reductions. Fortunately, all four fire stations remained open and fully manned with the support of the City Administration, City Council and fire fighters.

## FREQUENTLY ASKED QUESTIONS

*"Can I burn rubbish or brush in Gloucester?"*

No outside burning is allowed in Massachusetts with the exception of brush. Brush can be burned, with a written permit issued by the Fire Department, during open burning season from January 15th to May 1st each year. Grass, leaves, and debris cannot be burned.

*"Is there a fee for the open burning permit?"*

Yes, \$10, the permit is good for the entire season.

*"Are there restrictions on open burning of brush?"*

Yes, there are numerous restrictions. The fire must be 75 feet from a structure. The smoke must not be a nuisance to neighbors (entering their homes, fouling clothes hung out to dry). Small burning piles are required. Burning is only allowed between 10 AM and 4 PM when approved by the fire department.

*"Can the fire department help me replace the rope on my flag pole?"*

Yes. We consider this a non-emergency assist the public response which we do as a routine. Please have the rope ready.

*"Who issues blasting permits in Gloucester?"*

The Fire Department issues blasting permits to licensed and insured blasters.

*"If I suspect damage from blasting, who should I contact.?"*

If you suspect blasting damage, you must file a written claim, on a form obtained from the Fire Department, within 30 days of the blast causing the damage. Failure to file the claim within 30 days may be grounds for denial of the claim by the blaster and/or their insurance company. The blaster or there insurance company must respond to you within 30 days after receipt of the complaint. We strongly advise that damage also be reported to your insurance agent and the blaster, in writing, to assure they are on notice of your claim.

*"Are fireworks legal in Massachusetts?"*

No.

*"Are smoke detectors required in all homes?"*

Yes. Smoke detectors are inspected by the Fire Department as new homes are built and as they are sold.

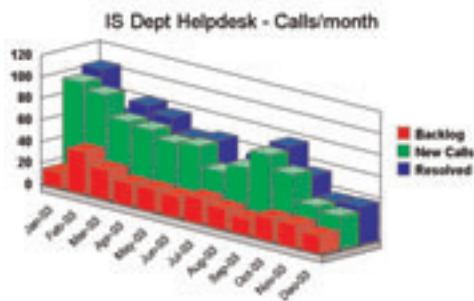


# Information Services Department

The role of the I.S. Department is to support the existing Information Systems in the municipality and to improve and replace them as necessary. They also establish policies and procedures to ensure appropriate and efficient use of systems, and to guide future strategies.

## HELPDESK

The department continues to use a web based online system to record and track user problems with their systems. The volume of calls to the helpdesk continued the declining pattern established in 2002. They believe this reflects a real improvement in the reliability of computer services. The base of calls in the 'backlog' category represents problems for which no solution is available given our constraints on spending and resources.



During the year the Information Technology Department at Gloucester Public Schools began using the same online system to manage their support calls; a move which continues to cement the close working relationship between the two groups and the process of eliminating duplication of effort.

## INTERNET

The City launched a new web site in October 2003. This incorporated not only a new look for the site but also changed the entire under-

*IT Director Michael Wells giving computer training to city employees.*

lying technology base and introduced a new server. Each department has had staff trained on using the new publishing tools and can now update their own pages without having assistance from the I.S. Department. It features other online tools such as FAQs, a calendar and an announcements system that increase the timeliness and relevance of the information online. This has resulted in a steady increase in traffic to the site as more people use the site to get information. All the software used to create the new site was free under 'open source' licenses.

On the back of this new technology the City was able to offer several new online queries giving public access to databases. Examples so far include births/deaths/marriage records from archives, bidding information from purchasing and mooring wait lists from the harbormaster. We anticipate putting more information online over the next few years, with the ultimate goal of being able to allow payments to be taken online for such things as parking tickets and taxes.

The new web site also made it possible to include constantly updating pictures from "web cams" in the City. One camera was placed in the tower of City Hall and provided some delightful images during the winter.

## SYSTEMS & NETWORKS

No significant changes were made to the servers in the City but major changes have been made to the security arrangements for the network. All the firewalls have had their rules redrawn from first principals and now we specifically allow the traffic we want and deny all the rest. They also implemented secure tunnels for the traffic between the sites to eliminate the risk of 'eavesdropping'.

Some new sites were added to the network using radio based network connections. These allow us to bring small, remote offices online for minimal cost, which means improved service for the users and also allows the department to better support them. This trend will continue during 2004 as we aim to bring all city departments online.



# Inspectional Services

The Inspectional Services Department consists of the Inspector of Buildings, the Local Building Inspector/Zoning Enforcement Officer, Electrical Inspector, Plumbing Inspector, Sealer of Weights and Measures and a Senior Clerk.

This department is responsible for interpreting the Massachusetts State Building Code, Plumbing Code, Electrical Code, state regulations pertaining to Weights and Measures, the City of Gloucester Zoning Ordinance and Chapter 40A MGL, The Zoning Act, along with the City of Gloucester Code of Ordinance.

The year 2003 has been an extremely busy year for this department. The construction industry in Gloucester has shown no signs of slowing down. This office has seen several large projects start the permit process and start construction. A few of these projects include:

- CAHO (Cape Ann Housing Opportunity) started the permit process to convert the old LePages property into approximately 140 housing units.



- Brown's Mall also started the permit process to develop 33 condo units above the present retail space on Main Street.



- The reconstruction of the Super Stop and Shop and CVS Pharmacy, both scheduled to open July of 2004.



- Good Harbor Fillet moved into their new 6 million dollar complex at the Blackburn Industrial Park.

*This office issued 1,111 building permits in 2003; of these 117 were for new construction - 134 for commercial construction and 916 for residential construction. We also issued 936 Electrical permits, 557 Plumbing permits and 706 Gas Permits.*

*Total revenue from permits in 2003 was \$375,479.*

*Estimated cost of construction improvements was \$53,375,685.*

*Also in 2003, Pat Toto came on board as the Senior Clerk and has become a huge asset to the department.*

# Gloucester Lyceum & Sawyer Free Library

As in the year preceding, difficult economic times find residents turning to their library for books, computer use, information and cultural events in even greater numbers. Even with significantly reduced staff, the Sawyer Free Library provided immense resources and assistance to the residents of Gloucester.

Materials circulated out of the library included over 138,000 books, 15,000 recorded books and music CD's, 34,000 videos, and many other items totaling 194,435. Lending and borrowing of materials with other libraries hit an all time high of 11,577 books borrowed for Gloucester patrons and 8,591 loaned in return. The reference librarians assisted adults and students by answering a total of 14,576 research questions. Attendance in the library by actual count was 214,562 patrons – an average of 631 patrons each day. The total number of registered borrowers with active library cards was 16,242. The number of visits to the library's web site exceeded 257,000. During an average week over 1,000 patrons used the library's Internet computers and other electronic resources. The library's meeting rooms are the most frequently used in the city with 754 meetings and other events.

As always, the Sawyer Free Library presented a much broader array of cultural and literary programs than most libraries in the area. Programs for children numbered 232 with an attendance of 4,328. Parent and child book groups met twice each month to discuss books of generational interest. Enrichment programs included such topics as the Voices of Slavery; Suffragettes and The Equality of

Women; Sea Glass and Its Decorative Uses; Poets of New England; Story Trains To Rockport; Valentine Decorating; the Science of Juggling; the Mastery of Chess; Harry Potter; the Magic of Magic; Watching Whales; Stories of the Cherokee Indians; Music Appreciation, and many others.

In excess of 2,400 adults attended 93 unique programs geared to their interests including: a Historical Time Line of Gloucester, 1000 –1999; Poetry From the Viet Nam War; travelogues on the Great Silk Road, Tibet, Nepal and China; a book presentation on the Human Side of Medicine; a musical performance on the Life of John Watson, Gloucester's Virtuoso Violinist; and many other book talks, discussions, and poetry readings.

In addition to these services and events, thousands of hours were spent during the year by members of the library staff, board of directors and other volunteers meeting with renovation and construction specialists, library consultants, fund raising professionals, lawyers, realtors and architects to prepare for



***Special events included an electronic Poetry Without Paper contest for Gloucester students, a lecture on artist John Singer Sargent, the Annual Art Auction, Food For Fines for the Cape Ann Food Pantry, and the Annual Friends of the Library Book Sale.***

the much needed renovation and expansion of the library. Through the generosity of several benefactors funds were available to purchase two adjoining properties that enable the library to expand and add much needed public parking. This has been the first opportunity since 1884 to insure that Gloucester's oldest, continually serving cultural institution has the space it needs now and for generations to come.

Throughout 2003, the Sawyer Free Library continued to serve the Gloucester community and through its services enhanced the quality of life of this unique place.

*The library was open for full service 340 days during the year, more than any other city department except police and fire.*





Listed below are the number and classification of liquor licenses and other non-liquor licenses issued by the Licensing Board and in effect during the year 2003:

No.	TYPE	FEE	RECEIPTS
8	Yearly Club, All Alcoholic	\$ 750.	\$ 6,000.
23	Yearly Common Victualler, All Alcoholic	1,500.	34,500.
6	Yearly General on Premise, All Alcoholic	1,500.	9,000.
7	Yearly Package Store, All Alcoholic	1,500.	10,500.
7	Seasonal Common Victualler, All Alcoholic	1,000.	7,000.
1	Seasonal Common Victualler, AA	(Pro-rated)	500.
1	Seasonal Common Victualler, AA	(Pro-rated)	260.
2	Seasonal Club, All Alcoholic	300.	600.
10	Special One-Day All Alcoholic/Beer & Wine	25.	250.
10	Sunday Package Store Openings (Holiday)	15.	150.
<b>Total All Alcoholic License Fees</b>			<b>\$68,760.</b>
7	Yearly Common Victualler Beer & Wine	750.	\$ 5,250.
7	Yearly Package Store Beer & Wine	750.	5,250.
<b>Total Beer and Wine Fees</b>			<b>\$10,500.</b>
<b>TOTAL LIQUOR LICENSE FEES</b>			<b>\$79,260.</b>
62	Automatic Amusement Devices (1@ \$30.)	100.	\$ 6,230.
132	Common Victualler	30.	3,960.
29	Lodging House	25.	725.
29	Entertainment	50.	1,450.
<b>TOTAL NON-ALCOHOLIC FEES</b>			<b>\$ 12,365.</b>
<b>ALL ALCOHOLIC/BEER AND WINE TOTAL</b>			<b>\$79,260.</b>
<b>NON-ALCOHOLIC LICENSE TOTAL</b>			<b>12,365.</b>
<b>GRAND TOTAL</b>			<b>\$91,625</b>

City Hall's "Wall of Names" listing Gloucester fishermen lost at sea.



## PHILOSOPHY, ACHIEVEMENTS & GOALS

Human resources provide the key ingredient to achieve the City's mission. In 2003, the Personnel Department continued to maintain and develop a variety of employee support programs to improve efficiency and the cost-effective management of City services. Specific areas of responsibility in the Personnel Department include recruitment, job classification, maintaining employee records, fostering a climate for positive labor/management relations, training, employee benefits, and administration of all workers compensation and Section 111F claims.

## EMPLOYMENT

While employment activities continued as a primary department function, new hires decreased by 32%, seasonal hires decreased by 8%, and temporary hires decreased by 56% from the prior year. Termination's increased by 40%, far exceeding replacement

David Rose, Nancy Papows was promoted to Principal Assessor and Bethann Brousseau was promoted to Assessor. Four City of Gloucester employees were granted Military Leave when called to active duty to defend our Nation.

## BENEFITS ADMINISTRATION

The Health Insurance Advisory Committee (HIAC) comprised of representatives from 15 City and School Unions and representatives from the City retirees, remained active by reviewing all future benefit options and potential cost-containment strategies. While the HIAC unanimously endorsed the selection of the Massachusetts Interlocal Insurance Association (MIIA) as a joint purchasing agreement, along with increased co-pays for physicians office and emergency room visits, intensive negotiations ensued with each Union. In September, the City implemented these changes in order to reduce the amount of the FY'04 premium increase from 19.8% to 12.65%. The HIAC also explored alternative dental plans for cost-savings which resulted in a 2% reduction in dental premiums from Blue Cross/Blue Shield.

## 2003 EMPLOYMENT ACTIVITIES

	DPW	Police	Fire	Other	Total
New Hires	0	5	0	8	13
Seasonal	71	0	0	36	107
Temporary	0	0	0	20	20
Promotions	1	1	0	3	5
Terminations	8	5	1	24	38

hires for a continued reduction in the City's workforce given reduced local aid. To achieve the goal of reducing annual personnel costs by \$250,000 while minimizing layoffs and controlling unemployment costs, the Department implemented an Early Retirement Incentive Program through the State Retirement System in November. While a total of 10 employees retired under this program, 3.5 replacement employees were authorized. At year end, a total of 41 City positions had been eliminated over the past two years.

Other key employment activities included organizing a committee for the selection process for a new Police Chief. This resulted in the selection of MMA Consulting to conduct an Assessment Center process through Civil Service for an internal promotion from eligible Lieutenants next year. Lieutenant Michael McLeod was promoted as Interim Police Chief upon the retirement of Police Chief James Marr. With several years of municipal financial management behind him, Tom Moses was hired as the City's Chief Financial Officer. Following retirement of Principal Assessor

The Department initiated efforts to expand our employee discount program for all City and School employees. Two additional fitness facilities, Manchester Athletic Club and Curves for Women joined our discount program.

## WORKERS COMPENSATION

Faced with ever increasing assessments from the Department of Industrial Accidents Trust Fund, which administers COLA payments for permanently disabled employees, the City removed itself from the Trust Fund.

The Department continued its active case management of workers injured on duty for all City, School, Police, and Fire Department employees. Wages paid due to lost work time actually decreased, however, from \$367,035 to \$350,204. Reflecting a health care climate of escalating medical treatment costs, total medical expenses increased from \$105,760 in 2003 to \$165,148 in 2003 or a 56% increase.

With medical bill processing assistance from Cook & Company, net savings from negotiated rates with providers, audited savings and allowable discounts attained through the Rate Setting Commission totaled \$133,325.

## NUMBER OF INJURIES BY DEPARTMENT

Department	Number of Injuries	% of Claims
School	43	30 %
DPW	39	27 %
Fire	43	30 %
Police	11	8 %
Other	7	5 %
Total	143	100 %

## WORKERS COMPENSATION ACTIVITY BY DEPARTMENT

	# of Old Wage Claims	# of New Wage Claims	Employees Returned to work	Salaries	Medicals
School	12	0	1	\$178,765.02	\$65,254.20
DPW	5	5	8	\$101,554.60	\$43,017.47
Fire	0	9	8	\$19,099.04	\$22,155.66
Police	0	5	5	\$15,488.13	\$20,739.57
Other	1	1	1	\$35,297.67	\$13,981.07
Total	18	20	23	\$350,204.46	\$165,147.97

### LABOR RELATIONS

As 5 of 6 contracts were scheduled to expire at the end of June, 2003, and the Gloucester Police Patrolmen's Association contract had expired as of June, 2002, the collective bargaining process began. While negotiations were conducted by the Patrolmen, Firefighters, 2 AFSCME Unions, the Gloucester Superior Officers Association, and the GMAA, no contract settlements were reached in 2003. Faced with additional overtime costs, the City and the Firefighters Union met on several occasions to negotiate agreements to find ways to keep Fire substations open. After the City lost a minimum manning arbitration

with the Superior Officers Association, a settlement agreement costing \$122,000 resulted.

The Personnel Department also provided a series of training programs to enhance staff professional development. These included a Payroll Policy and Procedures Training, a Managing Change workshop regarding stress management, and Sexual Harassment Training for Firefighters and Department Heads.

The Personnel Department also sought to support City employees, our greatest resource to accomplish our mission, through a variety of initiatives. The following employees were recognized by Mayor Bell for exemplary public service and their strong work ethic.

Name	Date of Recognition	Achievements
City Clerks Office	February	For their pitch-in, come-together, can-do attitude after budget cuts.
Isaac Rowe Sanitarian, Health Dept.	May	An outstanding role model for customer service in the Septic System construction Profession.
Mark Foote Ernest Curtis Patrolmen, Police Dept.	June	For bringing pride and recognition to the Department for their work on the Police Memorial.
Judy Ryan Principal Clerk, Mayor's Office	September	For her initiative and skills in producing an outstanding 2002 Annual Report.
Jody Honsa Senior Clerk, Purchasing	September	For her consistently helpful, positive approach with her customers and fellow employees.



# Police Department

In 2003, The Gloucester Police Department continued reduction in personnel, the men and women of the department performed admirably, always giving the citizens of the city a quality, progressive work force.

Numerous drug arrests and drunken driving arrests made. The department participated in the Commonwealth of Massachusetts seat belt and drunk driving crackdown campaign.

There was a total of 919 arrests of adults and juveniles. Domestic assaults continued to be a problem with 330 calls that required police response while 129 arrests were made for drug violations. Once again, no murders were committed in the city and the number of robberies (armed and unarmed) was a very low total of five. The Police Prosecutor is working closely with new District Court Judge Richard Mori to help stop repeat offenders.

The department continues to be on a heightened state of awareness and has been work-

ing with other agencies and the Department of Homeland Security to maintain a safe atmosphere. A police presence is kept at all city and school events and traffic details are helping to keep people from being delayed as there are several major construction projects going on simultaneously throughout the city.

The future of the department is aimed towards continuing this service and also making things better. Training is one of the biggest and most important programs. The motto of the Training Division is "We train today to survive tomorrow." There have been additional officers trained for bicycle patrol and also to work with the Harbor Police.

With the addition of shotguns and AR-15 patrol rifles being deployed in the department, additional time is being offered on the firearm training range as it is being made available more frequently for officers to keep their skills sharp. Nearly all training is now conducted 'in-house' in order to save time and money. CPR, First Aid, AED (Defib), dispatch and the nationwide computer system, self defense, officer survival and safety and handling critical incidents are all being done throughout the year. A dormant plan for a weight and physical fitness training



room at the station is also moving forward again. Recently, an officer was certified as a Drug Recognition Expert, of which there are few in the state.

Progress is also being made by assigning an officer to walk the Main Street area whenever possible and an officer has been recently assigned to the

Cape Ann Regional Drug Task Force, replacing our former officer assigned to that group who had retired. A speed enforcement program moves to various neighborhoods and areas which included stricter enforcement and also education by informing motorists how fast they are traveling. A

grant has provided a Command Vehicle which responds to major incidents and future grants may allow the long-awaited replacement of the two aging harbor police boats. Grants also provide for the very popular RAD (Rape Aggression Defense) program and the Citizen's Police Academy may also be funded again in the future.

A program that traces the owners of vehicles that have numerous outstanding parking tickets has brought in nearly \$30,000.

Construction companies that are extremely late in paying detail bills are also being made to keep their accounts up to date which also saves the city money. Unfortunately it some-

times takes an appearance in Court to solve these measures but in the long run it will help keep finances stable.

We have seen Officers, James Donnellon after 30 years with the department retire along with DeCrosta who spent 3 years working on the 12-8 watch leave and Officer Mike Turner who joined the Florida police department. The department hired Officers Andrew Knickle, Mike Palazola

and Mike Scola to fill these slots and expect them to attend 22 weeks at the Reading Police academy in July.

Two officers are presently serving proudly with the military, Officer Vincent Adelphio is with the Army reserve in Iraq with Reserve Officer Jerome Ciolino.

Chief of Police, Michael M. McLeod, faced the daunting task of continuing programs and meeting the public's calls for assistance with the manpower level we have. Plans are also underway for a reconstruction of the

outside area between the police station and the Duncan Street parking area. A Police Memorial is going to be built that will honor and remember all of those who have served the city wearing the badge of the Gloucester Police Department. This project will beautify a neglected area while also paying remembrance to the past. Plans for photos of the department's history will also be prominently displayed in the station and a two volume book tracing the history of the department is also close to being published.

A renewed feeling of higher morale is already in the air. The members of the department are looking forward to the next year so that they can bring the department to newer heights of professionalism while proudly serving the citizens of the city.

***House numbering is a very important subject with public safety personnel. Take the time to look at your house and see if the numbers can be seen night and day and are also contrasting colors and at least four inches tall. Make sure they are not obscured by trees, shrubs or snow piles in the winter. When an emergency crew responds, a few minutes spent looking for a house number could delay precious minutes.***

*Policing is, always has been and always will be a people business. The will of the people (law) gives authority to other people (police) to enforce the will of the people, whatever it happens to be at the time.*



# Department of Public Works

## **PUBLIC PROPERTIES DIVISION**

The Public Properties division was very busy during the year 2003. The 13-person crew was responsible for the maintenance of all athletic fields (both city and school); parks, recreational facilities, and city owned playgrounds. The maintenance of all buildings owned by the city (including the Visitor Center and concession buildings at both Good Harbor and Wingaersheek) falls under the Public Properties domain. The division paints all the marking on all fields for school athletic events and several youth and adults leagues. During the summer months, additional responsibilities include the grass cutting and trash removal operations, as well as the supervision of the beach parking operation and the lifeguards. Tree maintenance and snow removal from all municipal parking lots, entranceways, and walkways round out the responsibilities. The division also manages the issuance of athletic field permits, wedding permits for Stage Fort Park, and group permits for Stage Fort Park and Wingaersheek beach. All this is accomplished with the help of approximately 60-70 seasonal employees who work from Memorial Day to Labor Day.

The City's athletic fields continued to improve during 2003 as the division spent a great deal

of time and effort revitalizing them. The spring season was exceptionally tough with all the rain, which made it difficult to get the fields properly prepared for play. While there were no major renovations this year, all major fields received overlay seeding, fertilization, and weed control on a regular basis.

Several major building repairs occurred this year. An outside contractor installed a new rubber roof at the Central Fire Station. The old membrane and insulation was removed, new insulation was installed that was pitched towards the edges, new gutters were installed, and the skylights were replaced. The Bayview Fire Station had one half of its roof re-shingled by a small crew of public property employees. This same crew stripped the City Hall auditorium floor, sanded it and then applied 2-3 coats of polyurethane. This spring the stairway from the first floor to the second floor by the main entrance received new stair treads with an in house crew as well.

In mid November there was a small crisis at the Police Station building. The boiler on the furnace stopped functioning and needed to be replaced. With the help of the Purchasing Department, the boiler was replaced immediately over the holiday weekend and service was restored before 1 December.

During the summer months the division was in full swing with the grass cutting, trash removal, and beach operations. The second year of the "Carry In – Carry Out"





program at Good Harbor and Wingaersheek continued to show improvements. Beach Parking operations at Good Harbor and Wingaersheek showed improvements over previous seasons with the hiring of adult parking lot supervisors. The lifeguard operation was one of the smoothest in recent years.

The cemetery division consists of a one man crew responsible for the ongoing upkeep of the city owned cemeteries with the assistance of summer help and on occasion work crews provided by the Sheriff's Department. The department had a difficult time keeping up with the grass cutting due in part to old equipment. The division was able to purchase new mowers and weed trimmers near the end of the summer, which should help with next year's operation. Plans are also in the works to purchase a riding mower for next season as well.

## **RECYCLING/SOLID WASTE**

Solid Waste tonnage in Gloucester continues to remain steady in 2003 at just over 10,000 tons. Recycling tonnage continues to show improvement over previous years. Gloucester residents recycled 2,625 tons in 2003 compared to 2,604 in 2002 and 2,557 in 2001. Comparatively, Gloucester's trash tonnage is among the lowest of municipalities with similar population. That can be attributed to our very successful "Pay As You Throw" program and the "Residential Curbside Recycling Program." There are 365 cities and towns in Massachusetts and "Pay As You Throw" programs have now been implemented in over 110 municipalities. Worcester and Gloucester were the ONLY such programs in 1990. Worcester requires the purchase of municipal bags while Gloucester requires the purchase of municipal trash stickers to be affixed to trash bags, so both served as early models for "Pay as You Throw" programs. The success of our programs continues to generate interest from other municipalities without such programs, especially during these tough fiscal times where every city and town is looking to increase revenue and lower the cost of solid waste disposal.

The annual "Household Hazardous Waste Drop-off" program was once again successful in removing a variety of hazardous waste out of our solid waste stream. The Household Hazardous Waste collection in October of 2003 brought in about 600 residents, who utilized the program to properly dispose of

waste oil, paints, and other household chemicals no longer needed.

Other recycling efforts remained in place during 2003 and were frequently utilized by residents. Monthly recycling of mercury thermometer exchanges, batteries, oil collection, and tire collection brought in another 150 residents to the DPW per month. Curbside Pick up services of white metals such as washing machines and refrigerators and CRT's such as computer monitors continued to be well utilized by residents, with Waste Management picking up about 2,500 appliances in 2003.

The Dogtown Composting facility off Cherry Street continued operations during calendar 2003 on its normal once a month schedule. Composting space limitations at this site as well as the restrictions of use imposed by the Conservation Commission will require that a better area be identified for a long-term and more sustainable composting program. A new location for a municipal composting facility should offer better public access and be opened more frequently.

## **WATER/WASTEWATER TREATMENT DIVISION**

The water filtration plant processed 1.2 billion gallons of drinking water. The average daily demand was 3.38 million gallons per day with the maximum daily demand at 5.65 million gallons. The water complied with all Federal and State standards. The wastewater treatment facility treated 1.63 billion gallons of combined sewage and stormwater. As required by our NPDES permit, the harbor monitoring program continues to evaluate the environmental impacts of the plant discharge. The monitoring has shown no degradation of the marine environment due to the plant effluent.

The STEP maintenance program continues on schedule, performing routine and emergency pump outs and service calls.

The role of the Industrial Pretreatment Program is to control and limit the amount of organic material and other pollutants discharged from industries into the municipal sewer system. The Industrial Pretreatment Program met all of the EPA requirements. There are 17 industrial user discharge permits in effect. Nineteen notices of violations and three administrative orders were issued and ten administrative penalties were assessed.

The Cross Connection Control Program is designed to safeguard the City's drinking water from contamination through connections to sources of contamination. Approved backflow prevention devices are required and must be tested by a licensed tester. The Cross Connection program completed testing as required on 367 devices. The first phase of a program to re-survey all commercial, industrial, and municipal buildings was implemented.

## **WATER DIVISION**

Leak detection, continuing hydrant replacement, and hundreds of man hours spent marking out services for the many ongoing construction projects throughout the city have kept this division very busy. The biannual mandatory flushing program remains a priority. This division is responsible for maintaining and responding to emergency calls of approximately 175 miles of water main. The multi-million dollar water main rehabilitation in Magnolia and West Gloucester have been major projects for this division.

## **SEWER DIVISION**

The yearly cleaning of over 2500 catch basins and drain lines remained a priority for this division in 2003. The sewer division was also responsible for pumping out septic tanks and grease traps at all city buildings, including schools, ball fields, beaches, and North Gloucester. This division is responsible for all emergency repairs and maintenance to the city's entire sewer system, including the STEP system in North Gloucester. The sewer division also worked with the Board of Health dye testing areas of concern. Mark outs for the many construction projects in Gloucester took many man hours.

## **HIGHWAY DIVISION**

The highway division is responsible for sidewalk and roadway repairs, all snow & ice operations including plowing, sanding, and snow removal. Sweeping the streets after the winter sanding and after public events, such as the Horribles Parade, St. Peter's Fiesta, Waterfront Festival, and the Sidewalk Bazaar are very time consuming tasks. Keeping pot holes filled is always a priority for this division. Painting of traffic lines, crosswalks, parking lines, and specific requests is a priority. Installation and removal of signs as requested by City Councilors, other city agencies, and residents keeps this division busy. The process of grading and regrading dirt roads until these public streets can be paved is a very time consuming operation.

## **CENTRAL SERVICES**

The Central Services Division of Public Works provides the internal support the organization needs to function. Water Meter Readers, Custodians, Mechanics, Business Office functions and Central Stores work together to the organization running.

The two-man water meter division collects data from the city's ten thousand water meters four times a year; the data is used to calculate water and sewer bills. Between reading cycles, this group replaces old and defective meters and assists new customers.

The three member clerical staff generated water and sewer bills, answered citizen inquiries, and performed bookkeeping and bill paying functions. Cemetery lot sales and solid waste sticker sales were also handled by this work group.

The Central Stores group orders and stocks supplies with are used by the City's many departments. They serve internal customers and control inventories. Cleaning supplies, paper products, batteries, hand tools, light bulbs, fuel and other consumable items are distributed through this center.

Three full time mechanics maintain the fleet of cars, trucks, back hoes, lawnmowers, snow blowers, boats, and other machinery used to perform the city's work. The team inspects all equipment used by the private contractors hired by the city for snow removal activities and is responsible for maintaining the Police vehicles.

Five building custodians care for the Library, Police Station, City Hall, Public Works Office, Veteran's Center, Senior Center, and Community Development Complex. These five work cooperatively to keep these facilities clean.

## **ENGINEERING**

The Engineering Department provided technical review to over 57 drainage and grading plans for new buildings or modifications, and 12 private sewer extensions, within the City. A total of \$16,129 in fees for those technical reviews was collected. We also inspected 92 sewer connections which created another \$9,470 in revenue for the City.

The Seawall Projects at the Blynman Canal and Cripple Cove were completed, as well as the Phase II and III Main Street Improvements. Our staff continues to provide technical assistance to the Planning Department for various projects. The Goose Cove Walkway in North Gloucester was completed and opened to pedestrians.

The Pavement Management Program is being implemented with a city-wide crack sealing program. The seawall restoration at Fort Square is ongoing. The Little River Water and Sewer Project and oversight of Essex Contract Number 1 Sewer Project is ongoing. The construction of the Klondike Reservoir Water Treatment Plant is starting. The Magnolia Water Improvement Project is ready to bid in the Spring of 2004. The Wastewater Treatment Plant Odor Control Project is currently under design. Planning continues on the City's Long Term Combined Sewer Overflow (CSO) Control Plan.

Property acquisition issues relative to the rehabilitation of the Thatcher Road bridge are being resolved and we have informed Mass Highway that we believe the project will be ready for construction next Spring. The City's Phase II Stormwater NPDES Notice of intent was submitted to Mass DEP and EPA.

# Purchasing Department

## WHAT WE DO

The Purchasing Department contracts all activities related to buying, leasing, renting or otherwise acquiring supplies or services for all city and school departments. This responsibility includes overseeing solicitation, opening and evaluation of bids and proposals and the award of contracts. The Purchasing Agent ensures that contracting practices are carried out in accordance with state and municipal laws and regulations.

## HIGHLIGHTS OF THE YEAR

- The Purchasing Department is excited about our involvement in a special task force established by the Mayor to review all City owned property and to prepare recommendations for the sale of surplus parcels. Our goal is to create additional housing opportunities, increase the tax base and replace over a million dollars borrowed from the Stabilization Account to maintain City services and School programs. The first properties to be reviewed are pictured.
- The City of Gloucester's web page has been upgraded to include a bidder list of all parties who have requested a specific document.
- The Purchasing Department has contributed to the completion of the following projects; Main Street Sidewalk Project and the City Hall Window Restoration Project, just to name a few.



24 Elm Street



120 Maplewood Avenue

## OUR STATISTICS

Purchase Orders issued	1866
City & School Bids issued	45
Contracts issued	65
CDBG Grant Contracts issued	54
Board of Health grants issued	15
School Special Education contracts	42



42

*The City of Gloucester's web page has been upgraded to include a bidder list of all parties who have requested a specific document.*



## LEADERSHIP

The year saw a number of changes in the leadership of the district. Mrs. Danette Verga chose not to run in the November School Committee elections. Mrs. Carolyn Kirk was elected in her stead. Mr. J. Michael Faherty stood down after six productive years as chairman of the School Committee. Mr. Jonathan Pope was elected chairman and Mayor John Bell vice-chairman.

The new School Committee has reviewed the organization of its business, and now works through three sub-committees with responsibilities for programs, buildings and finance, and personnel respectively.

There was also a change in the superintendency. Mr. Thomas Consolati retired after six year at the helm. The School Committee selected Mr. Christopher Farmer as the new superintendent of schools. Prior to moving to Gloucester Mr. Farmer served as Deputy Superintendent in Sheffield, England, Superintendent in Coventry, England, and Principal of Redwood Middle School in Saratoga, California.

Dr. Sue Ellen Hogan took up her appointment as Principal of Fuller Elementary School, and has made an impressive impact in her first year.

The district was greatly saddened to lose two highly respected and long serving members of staff in Linda Magnarelli, our budget officer, and Paula Evans, school secretary at Beeman Elementary School and president of her professional organization.

## PLANNING AND DEVELOPMENT

The newly constituted School Committee has endorsed the framework of a strategic development plan and a statement of best practice in teaching and learning as the basis for consultation. District administration has worked to sharpen the focus of goal setting within annual school improvement plans, and has drawn on the involvement of school and district administrators in Harvard University's *Change Leadership Program* to ensure that plans recognize the significance of current conditions, the prevailing culture, and the need to develop people in the achievement of beneficial change. The district leadership team

has been working towards the establishment of a district-wide learning community which places an emphasis on the use of data, and a collaborative and district-wide approach to development.

This year opportunities for staff development were extended through the introduction of three shortened teaching days, which gave extended opportunities for staff to work together on a variety of issues, with a principle focus on mathematics and literacy. This important development work is planned by Assistant Superintendent Shayne Trubisz and the Principals with the support of Program Leaders.

Notable among the products of staff development has been the drafting of succinct statements of the curriculum aims and standards for each subject at each grade level in the Middle School. This work reflects the School Committee's expectation that the curriculum will be published in ways that make it readily accessible to new teachers, parents and students in order to set clear, district-wide expectations. The work of the middle school staff has been complemented by the documentation of the mathematics curriculum and the preparation of a district handbook on writing standards for elementary schools. At the high school work has focused on the development of curriculum units aligned with state content standards, and preparation for the introduction of a new mathematics program with the aim of engaging and motivating all students in the 9th Grade.

During the course of the year a project to introduce comprehensive software to support our finance and personnel functions was introduced under the expert guidance of our Director of Technology. It is hoped that, following its current review of alternatives, the City will introduce a system that will "talk" to the School's system.

A more user-friendly public web site is being developed for commissioning in the fall of 2004. Great strides have been made in providing support for teachers through the current web site, and parents may now check their student's grades on the web.

## RESOURCES

Student numbers showed little change from 2002-03. Like the rest of the City, the School Committee has wrestled with the problem of meeting rising expectations and fixed costs with diminishing resources. The latest published figures, for 2002-03, show spending per student per student running at nearly 10% or \$800 below the state average. The School Committee has faced this challenge by looking for efficiencies, by trying to limit damage while making spending reductions, and by increasing revenues.

As a result of the lack of support for the proposed override in June 2004, students and teachers starting the new school year will find larger classes, less support for students who find learning difficult, reduced counseling and administrative support at the high school, and no world languages program at the middle school. Supplies budgets have been cut by 4%. In 2002 this budget stood at \$175 per student in elementary schools. It now stands at \$117 per student. Revenue increases include efforts to advertise on school property and vehicles, and an increase in participation fees for high school athletics from \$30 at the start of this year to \$75 for most sports and to \$125 for ice hockey next year.

The \$31.5m operating budget approved by the City Council for 2002-03 was augmented by \$2.4m in grants. The largest components of the grant aid came from the Title 1 grant to provide supplementary services for disadvantaged students from (\$0.827m), the federal special education grant (\$0.82m), and the full day kindergarten support grant (\$0.226m). It is important to note that grant support may only be used for the purpose of the grant and may not be used to replace resources used to fund pre-existing district programs.

While the needs of students with special educational needs place considerable demands on the budget due to unfunded federal mandates, the Special Education program is to be congratulated for its work on meeting many complex needs in-house, and keeping students within the community rather than securing services through out-of-district placements.

In developing the budget for fiscal year 2005 the committee has built a transparent budget that fully funds the activities that can be supported, and shows all areas of revenue that can be used to offset costs. During the budget hearings, the City's Budget and Finance Committee recognized the efforts of the School Committee in this regard.

#### **PARTNERSHIPS**

Efforts have continued to build strong links with the Mayor's office and city departments. Assistant Superintendent Brian Tarr works closely with the Chief of Police and the Fire Chief on the planning and practice of responses to emergency situations.

Discussions are taking place on the development of a more integrated payroll system.

The Chairman of the School Committee and the Superintendent of Schools have initiated regular joint meetings with parent representatives of the Parent Teacher Organizations and School Site Councils. Unsurprisingly, the majority of the discussions this year have focused on budget issues.

Notable developments resulting from partnerships with the community in the year past have been the completion of playgrounds at East Gloucester and Fuller Elementary Schools, and the commissioning of the splendid and imaginative Science Park at West Parish Elementary School. The latter is one of only two in the country, and provides a platform for experiential learning in science linked to Gloucester's maritime history.

The Chamber of Commerce Education-Business Collaborative is supporting work aimed at widening internship opportunities for high school students.

The School continues to work with local health services. This year particular attention has been paid to the issue of parents' serious responsibilities with regard to the supply of alcohol to young people.

#### **MASSACHUSETTS COMPREHENSIVE ASSESSMENT SYSTEM (MCAS)**

MCAS results for the year under report were not available at the time of writing.

#### **FACILITIES**

The poor quality and limitations of many of our teaching facilities are a matter of continuing concern.

#### **MISCELLANEOUS**

Of note during the course of the year has been the regeneration of music at the high school through the efforts of David Adams. His *Docksiders* have impressed audiences with both their talent and the mature way in which they handle themselves.

The Gloucester High School ROTC has continued to maintain an extraordinarily high standard as one of the top ROTCs in the country. The high school automotive department is to be congratulated on receiving national accreditation for its work.

The developmental work of East Gloucester Elementary School on early literacy has attracted considerable attention, and visitors from as far afield as Florida.

Comments or suggestions on this report should be directed to the Superintendent of Schools, 6 School House Road, Gloucester, MA 01930 or [cfarmer@gloucester.k12.ma.us](mailto:cfarmer@gloucester.k12.ma.us)

# Shellfish Control Department

The Shellfish Control Department, consisting of one full time and one part time Constable, primarily enforces City and State regulations regarding shellfish, eels, seaworms, lobsters and alewife (herring). The department maintains an active role in detecting pollution that affects the fisheries, and works with the proper agencies to abate pollution problems and promotes beneficial management practices and enhancement studies in the best interest of the fisheries, as empowered by Massachusetts General Laws, Chapter 130 Section 98.

Attended 53 meetings this calendar year consisting of 12 Shellfish Advisory Commission, 8 Massachusetts Shellfish Association, 3 City Council, 7 Managers, 5 Waterways, 3 Planning and Development, 4 Audubon (Tim Purinton), 1 Ordinance and Administration, 3 Health Dept, 1 Conservation Commission, 2 Division of Marine Fisheries, 1 Budget and Finance, and 3 NESSA (North East Shellfish Sanitation Association) 2 days at Annisquam Marine Station and 1 day at Kings Grant.

January, February, and first two weeks of March, 2003 we experienced severe cold temperatures well below 30 degrees most of the time and most areas locked in with ice. Many of these weather patterns occurring for one or two years in a row, about every 10 to

12 years kill off the number 1 predator, the green crab, and removing silt, and giving protection to the natural occurring soft-shell clam sets.

On May 13, 2003 the Division of Marine Fisheries, Fish and Wildlife delivered a truck load of Alewives, (Herring) approximately, 1500 as a booster restocking effort, per the request of Constable Robert Knowles. Recent fish counts at many other herring runs, conducted by Tim Purinton's fish count volunteers (Audubon) were very low, suspecting little rainfall during the runs, and the fishing pressure on the herring stocks as possibilities to be concerned about.

June 11, 2003 Red Tide closure on all species of shellfish through June 30, 2003. July 1, 2003 Red Tide ban lifted on soft shell clams, and remains in effect on seaclams, mussels and snails until July 16, 2003. This is the first time in several years that there was a total closure in effect for more than 2 weeks.

December 1, 2003, the Gloucester City Council voted to close the upper section of N-9.8 Jones River to the harvesting of shellfish and marine worms until December 1, 2004 as a conservation measure. We will continue to access the natural softshell clam seed sets through the shellfish beds and recommend conservation closures when necessary.

## ENFORCEMENT ACTIVITY

Shellfish violations were kept to a minimum of 2 by constant and highly visible patrols.

*Stubby Knowles, Shellfish Constable for 32 years.*





Service and assistance to the veterans of Gloucester and their dependents is the responsibility of the Office of Veterans' Services. The office helps in matters related to state and federal benefits that include financial assistance, education, employment, medical treatment, nursing home care, and funeral arrangements.

Residents of Gloucester continued to receive more than \$4,000,000 annually from the United States Department of Veterans Affairs. The City of Gloucester continues to provide short-term assistance under M.G.L. Chapter 115 for wartime veterans in need of services. The office had a 100% increase in the number of veterans and their dependents needing assistance. The office assisted Gloucester veterans and their families with the filing of over one hundred and fifty- service connected and non-service connected compensation and pension claims, enrolled over 100 veterans in the VA Health Care Program and assisted veterans with applications for other state and federally funded programs. This Veterans Administration program helped Cape Ann veterans and their families save an estimated \$300,000 in direct benefits and health care costs this year. Working with the Department of Employment and Training this office assists local veterans to find gainful employment or retrain in new careers.

The Office of Veterans' Services oversees the Gloucester Veterans Center. The center remains a central meeting place for veterans and community groups. The center was used over three hundred times by the citizens of Gloucester this year. Professionals from the Lowell Vet Center provide on site counseling services for Cape Ann veterans and their families.

The Office of Veterans' Services worked to provide support to our troops and their families affected by the continuing War on Terrorism. Activities include sending packages to Gloucester residence serving in the military and providing supportive services and counseling to troops and their families. Information and assistance regarding employment rights and benefits were offered to veterans, reservists, and employers who were affected by the mobilization of troops. Priority has been placed on insuring our residence returning from military service obtain both the VA medical care and veterans benefits they deserve.

As the cost of medical care increasingly becomes unaffordable to many of our residence, access to low cost VA medical care has

becomes a vital service. Unfortunately enrollment into the VA Health Care was restricted last year, denying and or delaying access to this vital service to many of our veterans. The office of Veterans' Services actively and aggressively advocated for Gloucester veterans with serious illness to obtain desperately needed VA a health care in a timely manner. We have been able to assist many of our Gloucester Veterans with serious medical conditions obtain or retain VA medical services that they otherwise would have been denied.

## OUTREACH

Summer brought the Annual Veterans Outreach Day. Local veterans were brought together with federal, and state agency representatives who offered on-site services and assistance. More than forty veterans were helped with applications for health care, disability claims and had their legal questions answered. The Disabled American Veterans' National Service Office representatives held an information night, hosted by the Office of Veterans' Services, providing updated facts and assistance to Gloucester's disabled veteran community. In August, this office along with a committee of dedicated individuals held the annual Fishermen Memorial Service. This annual ceremony to remember fishermen lost at sea has been on going since 1997.

The Gloucester United Veterans Council and the Office of Veterans' Services planned the Memorial Day and Veterans Day ceremonies for the City of Gloucester. The Office of Veterans' Services also planned ceremonies honoring the victims in the 911 attacks. The office has worked closely with the WWII. Memorial Committee assisting them with they're goal of erecting a monument honoring WWII veterans and the war effort at home.

This office continues to research, upgrade, update and computerize cemetery grave locations and burial records of the City's deceased veterans. Beginning with the Revolutionary War through today, this project helps families and the city locate burial sites and helps preserve historical records. This office continues to work with students of all ages, historical associations and genealogists with their research regarding Gloucester's deceased veterans. The office continues to assist Gloucester families and funeral directors in providing military honors for our deceased veterans. The office continues with the Honor Flag ceremony, honoring deceased veterans weekly throughout the year.

Dedicated volunteers help this office with a myriad of projects. Research and authentication of graves, records preservation, and placing American Flags on deceased veterans graves are only a few of the ongoing projects. The Office of Veterans' Services could not achieve our goals without the assistance of volunteers and the dedication of veterans helping veterans.

## ACTIVITIES DURING LAST THREE MONTHS

1. Successfully planned and executed the city Memorial Day 2004 ceremonies and collation in conjunction with the United Veterans' Council.

2. Assisted in 340 incoming calls requesting information or veteran's assistance; assisted 172 walk-ins and 146 appointments for veterans/spouses; made 41 hospital/home visits to assist veterans/spouses. Assisted over 50 Gloucester veterans in successfully obtaining or increasing their VA disability compensation bring to each veteran between \$1,272 and \$26,868 annually.
3. Conducted outreach and made presentations on veterans benefits at the Disabled American Veterans, AMVETS and American Legion monthly meetings, at the North Shore Career Center of Gloucester and at the Rose Baker Senior Center.
4. Conducted two Veterans Councils, and attended three AMVETS meeting, three DAV meetings, three American Legion meetings one Elks Veterans event, four WWII Memorial Committee meetings and two Cemetery Commissions meetings.
5. Coordinated with the American Legion and the United Veterans Council to provide a daily buffet and other hospitalities for the visiting sailors of the U.S.S. Austin.
6. Completed reports for Massachusetts Department of Veterans Services (DVS) and Board of Veterans Appeals (BVS, Washington, DC), benefits applications, reimbursement requests, VA medical appeals, changes in Veteran's status, VA home eligibility, requests for military records, discharge papers, requests for grave markers and installation, request grave marker (headstones); continued to work with the Division of Employment and Training in employment services and training for veterans, health and human service agencies and the YMCA and GHA housing programs.
7. Provided office assistance to councilors from the Lowell Vets Center each Monday. Scheduled and maintained Veterans Center which is used by a number of groups and organizations weekly.
8. Raised the American flag daily at the Veterans Center in honor of a deceased veteran, often with family members present and participating at the ceremony.
9. Research veterans discharge papers for names to be included on the World War II Honor Roll located on Middle Street. Continued the effort to put all World War II records of veterans into individual files and update records.
10. Planned Military funerals with families and funeral homes, coordinating with the United States Air Force, Army and Coast Guard for honor Guards, with the VA for grave markers and with local veterans organizations as requested. Over a 100% increase in request for assistance with military funerals.
2. Plan and execute the third Gloucester annual Veterans Information Fair at the Veterans Center on August 8<sup>th</sup> 2003.
3. Conduct a strong outreach program insuring all Gloucester Veterans are aware of benefits and services available to them (with a special focus on older veterans).
4. Continue to participate in the planning for a Gloucester WWII Veterans Memorial; and work with the Fishermen Memorial Service Committee for year 2004 ceremony; continue to research to update computerized grave locations of deceased veterans from the Revolutionary war to present; Assist the public with genealogy research.
5. Develop a long term plan to restore and maintain our cities veterans' Memorials.
6. Write "Veterans' Corner" columns for The Gloucester Daily Times.
7. Coordinate the activities of the United Veterans Council.
8. Begin the plan for Veterans Day ceremonies and activities.
9. Assist veterans and federal employees in submitting applications for Cold War certificates. Integrate applications for Cold War certificates and applications for Korean War medals with our outreach program.
10. Continue the upgrading of World War II files and continue to research veteran's discharge papers for all War Rolls of Honor.
11. Computerize Gloucester veterans' grave locations.

#### **ACTIVITIES PROJECTED FOR NEXT THREE MONTHS:**

1. Continue to provide professional assistance to Gloucester veterans, spouses and their families when required both in and out of the office.



The Gloucester Waterways Board and civilian Harbormaster was established in 1994 to operate independently from the City budget under an Enterprise Fund. The Waterways Board is to provide a broad-based citizen management organization that guides the use and development of Gloucester's waterways and public waterfront facilities. It is the responsibility of the Board and Harbormaster to ensure that our waterways and facilities are well organized and maintained, utilized to the maximum extent possible, safe, and reflect positively upon the City of Gloucester.

The Harbormaster is responsible for all Gloucester waters from Folly Cove through Ipswich and Essex Bays, the Annisquam River and its tributaries, Gloucester Inner and Outer Harbors around to Salt Island to the north and Magnolia Harbor to the south, equaling approximately 62 miles of shore line.

Although June 2003 set an all time record with 21 days of rain, Gloucester Harbor moorings continue to do well and we were featured in boating magazine articles as a friendly "Port-o-Call." This was emphasized when the New York Yacht Club visited Gloucester with over 40 different vessels. With our own Gloucester "Aloha" package (floating key ring, Harbormaster pen and various local maps) handed out to all arriving boaters, pointing the way to the downtown area with a selection of delightful shops and bountiful, tasty menus to choose from. The equivalent of 624 boats used city moorings in 2003. Summer of 2003 also witnessed the continued growth in use of Dun Fudgin Public Boat Ramp with numerous compliments received about the ease and safety in launching boats. During the month of July, The Howard Blackburn Around the Cape Challenge set an all time participant record of

168 entrants utilizing Dun Fudgin side by side with recreational boaters.

Working closely with Greg Ketchen, Harbor Plan Implementation Committee Coordinator, the Gloucester Waterways Board and Harbormaster participated in Port Security initiatives following guidelines established by the Maritime Security Transportation Act of 2002 and utilizing grant funds from the Massachusetts Seaport Advisory Council completed the reconstruction of the seawall at Cripple Cove Public Landing. The Waterways Board and Harbormaster Office maintain approximately 28 "Public Access Landings" with "drop off and pick up" floats located in Lanes Cove, Lobster Cove, Cripple Cove, Solomon Jacobs Park, St. Peter's Park and Magnolia Pier. Lobster Cove Foot Bridge received approximately 100 feet of new public landing floats which doubled the amount of dinghy use. This \$20K project was financed through the Waterways Enterprise Fund and partial funds received through Chapter 91 Licenses specifically marked for improvements to "Public Access." Working with Federal, State and Local agencies the Harbormaster assisted in the removal of the sunken 53' scallop vessel Kris Schel I from the Annisquam River. Through joint cooperation with the Massachusetts Environmental Police the Gloucester Harbormaster sponsored the fifth Safe Boating Class successfully passing 38 students. Additionally, the Board reviewed and commented on 18 applications for 10A Float Permits and Chapter 91 Licenses.

The Harbormaster's staff, Administrative Assistant Shirley Edmonds and Assistant Harbormaster's Art Munroe, Tony Rosa, Jim Parisi, Willem Van De Stadt and John Karvelas were busy assisting the mariners of Cape Ann. Utilizing a 23' Parker Patrol Boat, 21' Alcar Pumpout Boat and 17' Boston Whaler they responded to 41 requests for assistance, providing over 1500 hours of patrols including the International Dory Races, St. Peter's Fiesta, Howard Blackburn Challenge and Schooner Festival. And, through the Clean Vessel Act, the Harbormaster's Office continued to help keep the waters of Cape Ann clean by disposing of 1600 gallons of waste.





# Board of Assessors

The Board of Assessors conducted an interim year adjustment in calendar year 2003 for values for FY2004 of all real and personal property within the city of Gloucester. Market information from calendar year 2002 was collected for analysis. It indicated further increases in residential and commercial/industrial property values were needed to keep pace with rising market values. Adjustments to property valuations based on the market data resulted in an 19% increase in the residential class, a 13% increase in the commercial class, and a 4% increase in the industrial class over FY2003 values. The total new growth value as a whole decreased by 14% in comparison to FY2003 new growth: The residential new growth increased by 2%; commercial new growth increased by 51%; industrial new growth decreased by 35%; and personal property new growth decreased by 21%. City revenue through property taxation was \$44,471,384.82 leaving an excess capacity of \$9,717.00 compared to FY2003 excess levy

capacity of \$3,326.00. The FY2004 tax levy represents a 4% increase over FY2003 levy. The distribution of tax levy was based on a 25% shift of burden from the residential class to the CIP classes. This was the same shift of burden the City Council voted on for the previous year. The combined effects of market revaluation, new growth values, and selected shift of tax burden to the CIP classes resulted in the following:

Total exempt value of the city:	\$ 386,598,325	
Total taxable value of the city:	\$4,097,688,565	Residential
	\$ 219,532,010	Commercial
	\$ 138,916,700	Industrial
	<u>\$ 54,911,494</u>	Personal Property
	<b>\$4,511,048,769</b>	
New growth value of the city:	\$ 42,765,810	Residential
	\$ 4,187,724	Commercial
	\$ 3,583,400	Industrial
	<u>\$ 4,566,308</u>	Personal Property
	<b>\$ 55,103,242</b>	
Amounts raised by taxation:	\$39,378,787.11	Residential
	\$ 2,704,634.36	Commercial
	\$ 1,711,453.74	Industrial
	<u>\$ 676,509.61</u>	Personal Property
	<b>\$44,471,384.82</b>	





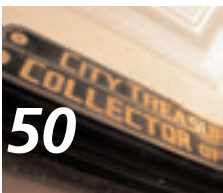
The Treasurer/Collector's Office is responsible for billing and collection of real estate taxes, motor vehicle excise taxes; sewer and water bills; and betterment collections. In addition, the department manages all City funds and provides procedures to insure the safeguarding of these funds. The department also administers the City's debt service, payroll functions, and the collection of parking fines as well as the proper disbursement of all checks.

While the economy began to recover in 2003, the state dramatically reduced aid to cities and towns for the second year in a row. This

further increases our reliance on property taxes, which are limited by Proposition 2 1/2, and local receipts, which can be a financial burden to local residents, to fund our budget. Indications are that a restoration of state aid may begin by July 1, 2005.

#### **REAL ESTATE, PERSONAL PROPERTY AND EXCISE TAX COLLECTION**

Tax collections continue to be strong. Local collection efforts are aided by tax laws that enable localities to enforce liens on real property. Although there are no liens available for motor vehicle excise taxes, Massachusetts links the registration and license renewal process with that of excise tax payment, which effectively ensures that local governments collect delinquent excise taxes. A successful



*Of the 50 municipalities with a city form of government, only 8 receive a smaller percentage of their budget from state aid. The City with the lowest percentage is Newton at 7.34%, the highest is Lawrence with 66.12%.*

one-time real estate and personal property tax amnesty program brought in almost \$1 million in back taxes and tax liens.

### INVESTMENT INCOME

Gloucester redeployed its cash investments into higher yielding, but safer instruments in 2003. By October we reversed the trend in lower monthly interest income, despite still declining interest rates.

### CASH MANAGEMENT

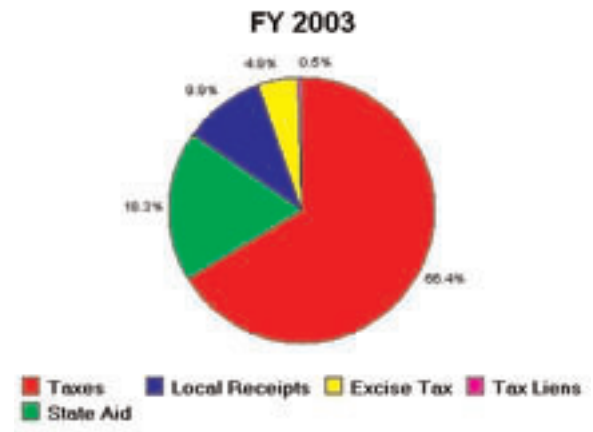
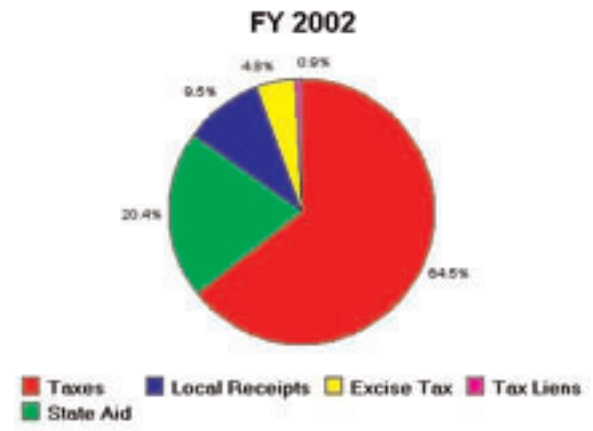
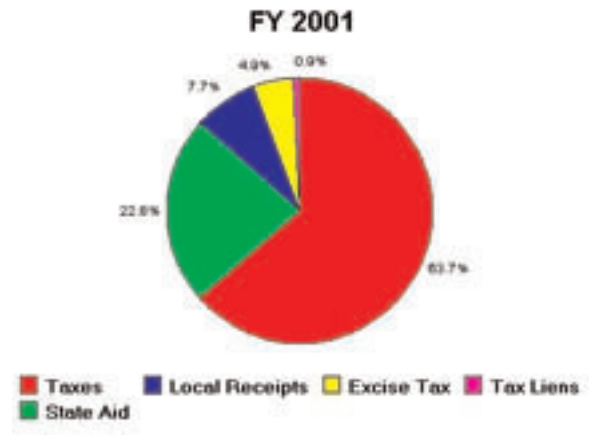
The General Fund Cash position continued to decline in FY 2003, reflecting the worsening condition of the economy and the tightening of the municipal budget. Cash as of June 30, 2000 was \$5,895,170, as of June 30, 2001 it was \$5,669,249, as of June 30, 2002 it was \$4,596,038 and as of June 30, 2003 it was \$3,792,361. Draws on our Stabilization Fund to balance our operating budget further eroded our reserves. In order to reverse this trend, we embarked on an ambitious program to sell City-owned real estate that is not being used for municipal purposes. We expect the proceeds of these sales to replenish our reserves.

### BOND RATING

The City received maintained its A1 bond rating from Moody's Investors Service, although with a negative outlook. Despite our declining reserves, Moody's in September 2003, Moody's cited our adequate financial operations, growing tax base and manageable debt position. In addition, they praised us for our plan to sell real estate to replenish our reserves. Our ability to maintain this A1 rating will be directly affected by our future reserve levels.

### USE OF TECHNOLOGY

We have implemented the first in what should be several technological improvements to our operations. Gloucester now receives property tax payment information via computer from escrow companies. This allows our staff to begin to shift its focus away from data entry and toward quality control functions. Further improvements to our computer capabilities will allow similar productivity enhancements.



*Of the 41 cities that receive a higher percentage of their budget from state aid than Gloucester, 12 have higher median family incomes than we do. Franklin's is the highest of this subgroup at \$81,826.*







*Joe Pratt, City Auditor for 20 years.*

In Accordance with Massachusetts General Law, Chapter 41, Section 50, the City Auditor's Office has examined the books, accounts and all original bills and vouchers on which money has been or may be paid, of all City offices and committees that are entrusted with receipts, custody, or expenditure of money. The Auditor's staff has access to and examines such books, accounts, bills and vouchers as often as required, and reports to the City Administration and City Council as required.

The City Auditor's many fiduciary responsibilities include:

- Monthly cash reconciliation with the City Treasurer's quarterly report to the Massachusetts Department of Revenue;
- Generation of the City's Annual Financial Report on a modified accrual basis;
- Reconciliation of the City's accounts receivable using data from the City Collector, the City Assessor and other departments that generate revenue;
- Audit of all public trusts under M.G. L., c.41, sec. 52, and approval of all bills for payment under section 53; recording payment of public funds to the City Treasurer;
- Notifying the City Assessor of the Tax Recapitulation Report as required under M.G.L. C.41, sec. 54A;
- Preparation of the financial information necessary for independent auditors to annually complete an audited financial statement of the City's books.

City of Gloucester, Massachusetts  
Government Funds  
Balance Sheet  
June 30, 2003

	General Fund	Special Revenue Funds	Capital Projects	Permanent Trusts	General Long Term Debt Group	Total Governmental Funds
<b><u>Assets</u></b>						
Cash/Investments	\$3,792,361	\$12,729,040	\$4,432,138	\$580,538		\$21,534,077
Petty Cash	\$4,050	\$850				\$4,900
Receivables:						
Property Taxes	\$1,144,469					\$1,144,469
Tax Liens	\$1,599,961					\$1,599,961
Excises	\$733,234					\$733,234
Deferred Property Taxes	\$141,883					\$141,883
Departmental	\$411,708					\$411,708
Intergovernmental	\$21,038,736	\$2,363,272				\$23,402,008
Accrued Earnings Receivable				\$37,717		\$37,717
Special Assessments and Committed Interest		\$100,101				\$100,101
Deferred Special Assessments		\$80,893				\$80,893
Tax Foreclosures	\$297,743	\$19,514,574				\$19,812,317
Amounts to be Provided for Payment of Long Term Liabilities					\$79,871,836	\$79,871,836
<b>Total Assets</b>	<b>\$29,164,145</b>	<b>\$34,788,730</b>	<b>\$4,432,138</b>	<b>\$618,255</b>	<b>\$79,871,836</b>	<b>\$148,875,104</b>
<b><u>Liabilities and Fund Balances</u></b>						
Liabilities:						
Warrants Payable	\$647,952	\$363,629	\$58,004			\$1,069,585
Accounts Payable	\$265,972					\$265,972
Accrued Salaries Payable	\$579,563					\$579,563
Employees' Withholding Payable	\$519,628					\$519,628
Other Liabilities	\$9,250	(\$145,307)				(\$136,057)
Due to Other Governments	\$749					\$749
Unclaimed Checks	\$100,230	\$10,674				\$110,904
State Aid Anticipation Notes Payable		\$800,000.00				\$800,000
Federal Aid Anticipation Notes Payable			\$255,000			\$255,000
Bond Anticipation Notes Payable			\$6,574,500			\$6,574,500
Bonds Payable					\$79,871,836	\$79,871,836
Accrued Sick and Vacation Leave Benefits Payable						
Deferred Revenue	\$24,742,965	\$21,774,300				\$46,517,265
Deferred Revenue Property Taxes Paid in Advance	\$382,742					\$382,742
<b>Total Liabilities</b>	<b>\$27,249,051</b>	<b>\$22,803,296</b>	<b>\$6,887,504</b>		<b>\$79,871,836</b>	<b>\$136,811,687</b>
Fund Equity:						
Fund Balances:						
Reserved for Encumbrances	\$759,381					\$759,381
Reserved for Debt Service		\$6,666,389	\$255,130			\$6,921,519
Reserved for Petty Cash						
Reserved for Perpetual Permanent Funds				\$528,490		\$528,490
Unreserved:						
Designated for:						
Subsequent Year's Expenditures						
Escrow	\$566					\$566
Undesignated, Reported In:						
General Fund	\$1,155,147					\$1,155,147
Special Revenue Fund		\$5,319,045				\$5,319,045
Capital Projects Fund			(\$2,710,496)			(\$2,710,496)
Permanent Fund				\$89,765		\$89,765
<b>Total Fund Balances</b>	<b>\$1,915,094</b>	<b>\$11,985,434</b>	<b>(\$2,455,366)</b>	<b>\$618,255</b>		<b>\$12,063,417</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$29,164,145</b>	<b>\$34,788,730</b>	<b>\$4,432,138</b>	<b>\$618,255</b>	<b>\$79,871,836</b>	<b>\$148,875,104</b>

City of Gloucester, Massachusetts  
Governmental Funds  
Statement of Revenues, Expenditures and Changes in Fund Balances  
Fiscal Year Ended June 30, 2003

	General	Special Revenue	Capital Projects	Permanent Trusts	Total Governmental Funds
<b>REVENUES:</b>					
Property Taxes	\$42,189,847				\$42,189,847
Tax Liens	\$329,945				\$329,945
Excises	\$3,376,709				\$3,376,709
Penalties and Interest	\$366,031				\$366,031
Licenses and Permits	\$727,633				\$727,633
Intergovernmental	\$16,866,728	\$7,112,075	\$255,130		\$24,233,933
Fees and Other Departmental		\$29,342			\$29,342
Charges for Services	\$2,873,702	\$4,973,746			\$7,847,448
Fines and Forfeits	\$380,312				\$380,312
Earnings on Investments	\$241,189	\$31,903		\$1,116	\$274,208
In Lieu of Taxes	\$44,141				\$44,141
Contributions		\$199,593		\$7,400	\$206,993
Loan Principal and Interest Repayments		\$471,383			\$471,383
Miscellaneous	<u>\$1,427,141</u>	<u>\$227,540</u>			<u>\$1,654,681</u>
<b>TOTAL REVENUES</b>	<u>\$68,823,378</u>	<u>\$13,045,582</u>	<u>\$255,130</u>	<u>\$8,516</u>	<u>\$82,132,606</u>
<b>EXPENDITURES:</b>					
Current					
General Government	\$9,856,971	\$3,180,657			\$13,037,628
Public Safety	\$10,411,415	\$180,552			\$10,591,967
Education	\$36,009,816	\$4,674,108		\$7,249	\$40,691,173
Intergovernmental	\$1,513,537				\$1,513,537
Highways and Public Works	\$5,290,580	\$552,677		\$158	\$5,843,415
Human Services	\$765,721	\$207,303		\$25,182	\$998,206
Culture and Recreation	\$728,415	\$142,671		\$1,373	\$872,459
Debt Service					
Principal	\$4,439,850				\$4,439,850
Interest	\$4,309,440				\$4,309,440
Capital Outlay			<u>\$5,657,151</u>		<u>\$5,657,151</u>
<b>TOTAL EXPENDITURES</b>	<u>\$73,325,745</u>	<u>\$8,937,968</u>	<u>\$5,657,151</u>	<u>\$33,962</u>	<u>\$87,954,826</u>
Excess of Revenues Over (Under) Expenditures	(\$4,502,367)	\$4,107,614	(\$5,402,021)	(\$25,446)	(\$5,822,220)
Other Financing Sources (Uses):					
Operating Transfers In	\$4,832,350	\$308,625	\$669,190		\$5,810,165
Operating Transfers (Out)	(\$1,299,960)	(\$4,400,858)	(\$29,862)		(\$5,730,680)
Proceeds from Bonds			<u>\$3,529,000</u>		<u>\$3,529,000</u>
Total Other Financing Sources (Uses)	<u>\$3,532,390</u>	<u>(\$4,092,233)</u>	<u>\$4,168,328</u>	<u>\$0</u>	<u>\$3,608,485</u>
Excess of Revenues and Other Sources over (Under) Expenditures and Other Uses	<u>(\$969,977)</u>	<u>\$15,381</u>	<u>(\$1,233,693)</u>	<u>(\$25,446)</u>	<u>(\$2,213,735)</u>
Fund Balance Beginning	\$2,883,500	\$3,731,043	\$1,721,334	\$3,919,424	\$12,255,301
Prior Period Adjustment	<u>\$1,571</u>	<u>\$8,239,010</u>	<u>(\$2,943,007)</u>	<u>(\$3,275,723)</u>	<u>\$2,021,851</u>
Fund Balance, Beginning as Restated	<u>\$2,885,071</u>	<u>\$11,970,053</u>	<u>(\$1,221,673)</u>	<u>\$643,701</u>	<u>\$14,277,152</u>
Fund Balance, Ending	<u>\$1,915,094</u>	<u>\$11,985,434</u>	<u>(\$2,455,366)</u>	<u>\$618,255</u>	<u>\$12,063,417</u>



City of Gloucester, Massachusetts  
Statement of Revenues and Expenditures - Budget and Actual - (Non GAAP Basis)  
General Fund  
For The Year Ended June 30, 2003

	Final Budget	Actual	Variance Favorable (Unfavorable)
<b>Revenues and Other Sources:</b>			
Property Taxes	\$42,775,347	\$41,900,248	(\$875,099)
In Lieu of Taxes	\$40,000	\$44,141	\$4,141
Tax Liens		\$371,608	\$371,608
Excises	\$3,075,000	\$3,371,306	\$296,306
Licenses and Permits and Fees	\$656,415	\$778,572	\$122,157
Intergovernmental	\$13,405,564	\$13,019,471	(\$386,093)
Charges for Services	\$2,818,000	\$3,056,140	\$238,140
Penalties and Interest	\$390,000	\$366,031	(\$23,969)
Fines and Forfeits	\$395,000	\$380,312	(\$14,688)
Earnings on Investments	\$300,000	\$241,189	(\$58,811)
Miscellaneous	\$1,413,304	\$1,163,863	(\$249,441)
Operating Transfers In	\$1,572,913	\$1,572,913	\$0
Budgetary Fund Balance	<u>\$2,017,619</u>	<u>\$2,017,619</u>	<u>\$0</u>
<b>Total Revenue and Other Sources</b>	<b>\$68,859,162</b>	<b>\$68,283,413</b>	<b>(\$575,749)</b>
<b>Expenditures and Other Uses:</b>			
General Government	\$9,972,615	\$9,717,301	\$255,314
Public Safety	\$10,143,273	\$10,024,133	\$119,140
Education	\$31,584,231	\$30,954,156	\$630,075
Intergovernmental	\$1,369,617	\$1,353,583	\$16,034
Highway and Public Works	\$5,160,801	\$4,945,929	\$214,872
Human Services	\$734,192	\$722,615	\$11,577
Debt Service	\$4,265,539	\$4,229,727	\$35,812
Operating Transfers Out	\$3,787,699	\$3,733,171	\$54,528
Carryovers	<u>\$1,841,195</u>	<u>\$1,841,195</u>	<u>\$0</u>
<b>Total Expenditures and Other Uses</b>	<b>\$68,859,162</b>	<b>\$67,521,810</b>	<b>\$1,337,352</b>
<b>Excess of Revenues and Other Sources Over Expenditures and Other Uses</b>	<b><u>\$0</u></b>	<b><u>\$761,603</u></b>	<b><u>\$761,603</u></b>

# Application for Boards, Commissions & Committees

Mayor John Bell invites and encourages Gloucester residents to serve as voting members on a variety of City boards, committees, and commissions with regulatory and advisory responsibilities established by state law and local ordinance. Please complete the form below and return it to the Mayor's Office at City Hall, 9 Dale Avenue, Gloucester, MA 01930. You may include a resume or other relevant background information. All applications will be kept on file for a minimum of three years. Most appointments are for three year terms. Attendance at regular meetings is required.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Board or Commission you would like to serve on (please list three in order of preference):

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Archives & Records Advisory Commission

Board of Health

Board of Registrars

Capital Improvement Advisory Board

Cemetery Committee

Clean City Commission

Committee for the Arts

Conservation Commission

Community Housing Coalition

Council on Aging

Cultural Council

Downtown Development Commission

Economic Development & Industrial Corporation

Fisheries Commisison

Housing Authority

Historic District Commission

Historical Commission

Licensing Board

Mariner's Medal Committee

Parks & Recreation Committee

Planning Board

Planting Committee

Redevelopment Authority

Shellfish Advisory Commission

Tourism Commission

Traffic Commission

Trust Fund Commission

Waterways Board

Zoning Board of Appeals



City of Gloucester  
9 Dale Avenue  
Gloucester, MA 01930

[www.gloucester-ma.gov](http://www.gloucester-ma.gov)

Front Cover:  
New harbor line chart approved by the Massachusetts Governor in 2004, map provided by the Waterways Board.